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**EMPLOYEE MOTIVATION THROUGH THE PERSPECTIVE
OF ORGANIZATIONAL CULTURE**

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ABSTRACT

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Name of thesis EMPLOYEE MOTIVATION THROUGH THE PERSPECTIVE OF ORGANIZATIONAL CULTURE		
Instructor Marko Ovaskainen	Pages 70 + 3	
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<p>This thesis explores employee motivation from the perspective of organizational culture. The thesis makes an attempt to find connections between organizational culture and employee motivation. The members of an organization form the organizational culture. Therefore, results of organizational culture research are applicable in various functions and development projects in companies. Organizational culture research can be utilized for developing human resources, improving employee engagement and motivation, service design, and customer experience design. The contractor company has ambitious growth plans, which is why they need committed and motivated employees. They can make use of the research when planning actions to develop the employee motivation and engagement.</p> <p>The research framework connects two organizational culture theories and one motivation theory. Schein's three levels of organizational culture is the most renowned theory in the study of organizational culture. Denison's four traits of culture draws on Schein's theory, but represent a more pragmatic approach to the subject. The two organizational theories are combined with Herzberg's dual factor theory, which embodies the factors behind employee motivation and job satisfaction.</p> <p>The research employs mixed methods research. Data collections tools used are observation, focus group interviews, a culture deciphering workshop, and a questionnaire. The results of the research are presented on a model based on Denison's four traits of organizational culture.</p> <p>The results of the research are confidential.</p>		
Key words employee motivation, organizational culture, organizational development		

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<p>Tässä opinnäytetyössä tutkitaan työmotivaatiota organisaatiokulttuurin näkökulmasta. Opinnäytetyössä pyritään selvittämään organisaatiokulttuurin ja työmotivaation välisiä yhteyksiä. Organisaation jäsenet muodostavat yhdessä organisaatiokulttuurin. Siksi voidaankin sanoa, että organisaatiokulttuurin tutkimustuloksia voidaan soveltaa lukemattomiin erilaisiin organisaation toimintoihin sekä kehitysprojekteihin. Organisaatiokulttuurin tutkimusta voidaan hyödyntää henkilöstön kehittämiseen, henkilöstön sitoutumisen ja motivaation parantamiseen sekä palvelu- ja asiakaskokemuksen muotoilussa. Tilaajaryityksellä on kunnianhimoiset kasvutavoitteet, jotka toteutuakseen tarvitsevat sitoutuneita ja motivoituneita työntekijöitä. Tilaajaryitys pystyy hyödyntämään tutkimuksen tuloksia suunnitellessaan toimia henkilöstön motivaation ja sitoutumisen kehittämiseksi.</p> <p>Tutkimuskehys yhdistää kaksi organisaatiokulttuuriteoriaa ja motivaatioteorian. Scheinin määritelmä organisaatiokulttuurin kolmesta tasosta on ehkä tunnetuin organisaatiokulttuuriteorioista. Denisonin malli pohjautuu Scheinin teoriaan, mutta lähestyy aihetta käytännöllisemmästä näkökulmasta. Denisonin mallissa organisaatiokulttuuri on jaettu neljään pääpiirteeseen. Nämä teoriat yhdistetään tutkimuskehyksessä Herzbergin motivaatio-hygieniateoriaan, jonka avulla voidaan ilmentää työmotivaation ja tyytyväisyyden osatekijöitä.</p> <p>Tutkimuksessa käytetään sekä kvalitatiivisia että kvantitatiivisia menetelmiä. Tiedonkeruumenetelminä hyödynnetään tarkkailua, fokusryhmähaastatteluja, kulttuurin tulkintatyöpajaa sekä kyselylomaketta. Tutkimuksen tulokset esitellään Denisonin malliin (neljä organisaatiokulttuurin pääpiirrettä) perustuvan raportointimallin avulla.</p> <p>Tutkimuksen tulososio on salattu.</p>		
Asiasanat organisaation kehittäminen, organisaatiokulttuuri, työmotivaatio		

1 INTRODUCTION

In this thesis, I study employee motivation from the perspective of organizational culture. The contractor company's initial need was to study employee motivation. By adding a new perspective, the organizational culture, I was able to get comprehensive information and result. Understanding the prevalent organizational culture in a company is an asset for a manager dealing with issues relating to employee motivation. It informs the management, not only if employees are motivated or not, but also the context. Organizational culture research is utilized for developing human resources, improving employee engagement and motivation, service design, and customer experience design. The people in an organization form the culture. It can be said that the culture is inseparable from the company and its employees. Therefore, the results of culture research are applicable all around the company in different kinds of functions.

In the second chapter of this thesis I review the organizational culture theories of Schein and Denison. Schein's three levels of organizational culture is the most renowned theory in study of organizational culture. Denison's four traits of culture draws on Schein's theory, but represents a more pragmatic approach to the subject. As last part of the theoretical chapter I will review Herzberg's dual factor theory, which embodies the factors behind employee motivation, and job satisfaction.

In the third chapter of the thesis I will give a brief summary of the contractor company. After the company presentation, I will proceed to details of the research, methods and designing the research framework in the fourth chapter of the thesis. In this thesis, I used mixed methods research to get more evidence for the research problem as abstract as organizational culture. This thesis applies deductive approach: designing a theoretical research frame and hypothesis continued with observation and confirmation. Limitations, validity and reliability will also be discussed in this chapter of the thesis.

The thesis continues with presenting the results of the research in chapter five. In the beginning is a summary of the organizational culture deciphering workshop. The questionnaire results are presented on the basis of Denison's four traits of organizational culture model.

In the last chapter of this thesis I present conclusions on basis of the research results and discuss the key findings.

2 LITERATURE REVIEW

In this chapter of the thesis I review the organizational culture theories of Schein and Denison, which forms the basis of the research framework. The review is then continued with Herzberg's dual factor theory, which then embodies the factors behind employee motivation, and job satisfaction.

2.1 Organizational culture paradigm

The organizational culture paradigm is one of the most recent paradigms in the field of organization and managerial research (Seeck 2012, 207 [Barley & Kunda 1992; Guillén 1994]). It approaches organizational culture through symbols, rites and meanings. Every organization has its own culture, which dominates how members of the social groups react and think to emergent matters.

2.2 The organizational theory by Schein

When published in 1985 Schein's *Organizational culture and leadership* became the statement of organizational culture science. Schein belongs to the academic pragmatists. He holds on to the standards of academic research, but has an objective to produce information about how to manage cultures (Seeck 2012).

2.2.1 Organizational culture concept

Schein argues that the organizational culture concept helps to explain some of the more seemingly incomprehensible and irrational aspects of what goes on in groups, occupations, organizations and other kinds of social units that have common histories (Schein 2010, 21). Culture has been defined by Schein (2010, 18.) as *a pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration, which has*

worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.

Group and organizational theories distinguish two major set of problems that all social units, regardless their size, must deal with: (1) Survival, growth, and adaptation in their environment; and (2) Internal integration that permits daily functioning and the ability to adapt and learn. Both of these problems will reflect the macro cultural context in which they operate and from which are derived broader and deeper basic assumptions. (Schein 2010, 18.)

Schein (1990) proposes that culture can be defined as a pattern of basic assumptions invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration. The solution that has worked well enough to be considered valid will be taught to new members as the correct way to perceive, think, and feel in relation to those problems.

The strength and degree of internal consistency of a culture are measured by the stability of the group, the length of time the group has existed, the intensity of the group's experiences of learning, the mechanisms by which the learning has taken place (i.e., positive reinforcement or avoidance conditioning), and the strength and clarity of the assumptions held by the founders and leaders of the group. Once a group has learned to hold common assumptions, the resulting automatic patterns of perceiving, thinking, feeling, and behaving provide meaning, stability, and comfort; the anxiety that results from the inability to understand or predict events happening around the group is reduced by the shared learning. The strength and tenacity of culture derive, in chapter, from this anxiety-reduction function. One can think of some aspects of culture as being for the individual. (Schein 1990 [Hirschhorn, 1987; Menzies, 1960; Schein, 1985a].)

Culture perpetuates and reproduces itself through the socialization of new members entering the group. The socialization process really begins with recruitment and selection in that the organization is likely to look for new members who already have the "right" set of assumptions, beliefs, and values. If the organization can find such pre-socialized members, it needs to do less formal socialization, training, and acculturation. (Schein 1990.)

Culture is learned; hence learning models should help us to understand culture creation. Norms and beliefs arise around the way members respond to critical incidents. A second mechanism of culture creation is the modeling by leader figures that permits group members to identify with them and internalize their values and assumptions. *Primary embedding* mechanisms are (a) what leaders pay attention to, measure, and control; (b) how leaders react to critical incidents and organizational crises; (c) deliberate role modeling and coaching; (d) operational criteria for the allocation of rewards and status; and (e) operational criteria for recruitment, selection, promotion, retirement, and excommunication. *Secondary articulation and reinforcement mechanisms* are (a) the organization's design and structure; (b) organizational systems and procedures; (c) the design of physical space, facades, and buildings; (d) stories, legends, myths, and symbols; and (e) formal statements of organizational philosophy, creeds, and charters. (Schein 1985b.)

Culture can be analyzed at several different levels, with the term *level* meaning the degree to which the cultural phenomenon is visible for the observer. These levels range from the very tangible overt manifestations that you can see and feel to the deeply embedded, unconscious, basic assumptions that Schein defines as the essence of culture. In between these are various espoused beliefs, values, norms, and rules of behavior that membership of the culture use as a way of depicting the culture to themselves and others. (Schein 2010, 23.)

Analyzing the organizational culture according to Schein's (2010) model, three fundamental levels at which culture manifests itself can be found: (a) observable artifacts, (b) values, and (c) basic underlying assumptions. In the following sections the author will define and elaborate the levels of organizational culture in more detail.

2.2.2 Artifacts

When one enters an organization one observes and feels its artifacts. This category includes everything from the physical layout, the dress code, the manner in which people address each other, the smell and feel of the place, its emotional intensity, and other phenomena, to the more permanent archival manifestations such as company records, products, statements of philosophy, and annual reports. (Schein 1990.)

The most important point to be made about this level of the culture is that it is both easy to observe and very difficult to decipher. Observers can describe what they see and feel but cannot reconstruct from that alone what those things mean in the given group. (Schein 2010.) In order to proceed to the deeper level, you need to be socialized into the given group or you can ask insiders questions to give insight about things you see and feel.

2.2.3 Espoused values

All group learning ultimately reflects someone's original beliefs and values, his or her sense of what ought to be, as distinct from what it is. If the solution works, and the group has a shared perception of that success, then the perceived value gradually becomes transformed: first into a *shared value* or *belief* and ultimately to a *shared assumption* (if actions based on it continue to be successful). Not all beliefs and values undergo such transformation. First of all, the solution based on a given value may not work reliably. Only those beliefs and values that can be empirically tested and that continue to work reliably in solving the group's problem will become transformed into assumptions. Second, certain value domains—those dealing with the less controllable elements of the environment or with aesthetic or moral matters—may not be testable at all. Third, the strategy or goals of the organization may fall into this category of espoused beliefs due to that there may be no way of testing it except through consensus because the link between performance and strategy may be hard to prove. Social validation means that certain beliefs and values are confirmed only by the shared social experience of a group. (Schein 2010.)

If the beliefs and values that provide meaning and comfort for the group are not congruent with the beliefs and values that correlate with effective performance, we will observe in many organizations values that reflect the desired behavior but are not reflected in observed behavior. (Schein 2010.)

2.2.4 Basic underlying assumptions

When a solution to a problem works repeatedly, it comes to be taken for granted. Basic assumptions, in the sense defined here, have become so taken for granted that you find little variation

within a social unit. Basic assumptions tend to be non-confrontable and non-debatable, and hence are extremely difficult to change. The human mind needs cognitive stability. Therefore, any challenge or questioning of a basic assumption will release anxiety and defensiveness. (Schein 2010, 27-29.)

The essence of culture is the jointly learned values and beliefs that work so well that they become taken for granted and non-negotiable. At this point they come to function more as tacit assumptions that become shared and taken for granted as the organization continues to be successful. It is important to remember that these assumptions resulted from a joint learning process. They became shared and taken for granted only as the new members of the organization realized that the beliefs, values, and assumptions of their founders led to organizational success and so must be “right”. (Schein 2009, 26-27.)

Culture change, in sense of changing the basic assumptions, is difficult, time-consuming, and highly anxiety-provoking point that is especially relevant for the leader who sets out to change the culture of an organization. The most central issue for leaders to understand is the deeper level of a culture, to assess the functionality of the assumptions made at that level, and to deal with the anxiety that is unleashed when those assumptions are challenges. (Schein 2010, 33.)

Cultural understanding is desirable for all members of an organization, but according to Schein (2010, 22) it is essential for leaders if they want to lead. Other wise the culture will lead them.

2.2.5 Deciphering the “content” of culture

Culture is found everywhere in groups. If applying a rigorous framework too early in the process, there is a risk that the right issues to study are left unrevealed. If one has access to members of the organization, one can interview and observe the members and thereby get a good roadmap of what is going on. The group’s culture can then be seen as the learned response to each of these tasks (TABLE 1.). Table 1. presents Schein’s suggestion for issues to develop consensus in the beginning of an organizational research. The interview or observation will begin to reveal espoused values, and, as these surface, the investigator will begin to

notice inconsistencies between what is claimed and what has been observed. These inconsistencies and the anomalies observed or felt now form the basis for the next layer of investigation. Working with motivated insiders is essential because only they can bring to the surface their own underlying assumptions and articulate how they basically perceive the world around them. (Schein 1990.)

TABLE 1. The external and internal tasks facing all groups adapted from Schein (1990)

Developing consensus on:	
The core mission, functions, and primary tasks or the organization.	The common language and conceptual system to be used, including basic concepts of time and space.
The specific goals to be pursued by an organization.	The group boundaries and criteria for inclusion.
The basic means to be used in accomplishing the goals.	The criteria for intimacy, friendship, and love in different work and family settings.
The criteria to be used for measuring results.	The criteria for the allocation of rewards and punishments.
The remedial or repair strategies if goals are not achieved.	Concepts for managing the unmanageable – ideology and religion.

In other words, combining insider knowledge with outsider questions, assumptions can be brought to the surface, but the process of inquiry has to be interactive, with the outsider continuing to probe until assumptions have really been teased out and have led to a feeling of greater understanding on the part of both the outsider and the insiders. (Schein 1990.)

In the following chapters I will continue with the reviews of Denison's model of assessing organizational culture and Herzberg's dual factor theory about employee motivation.

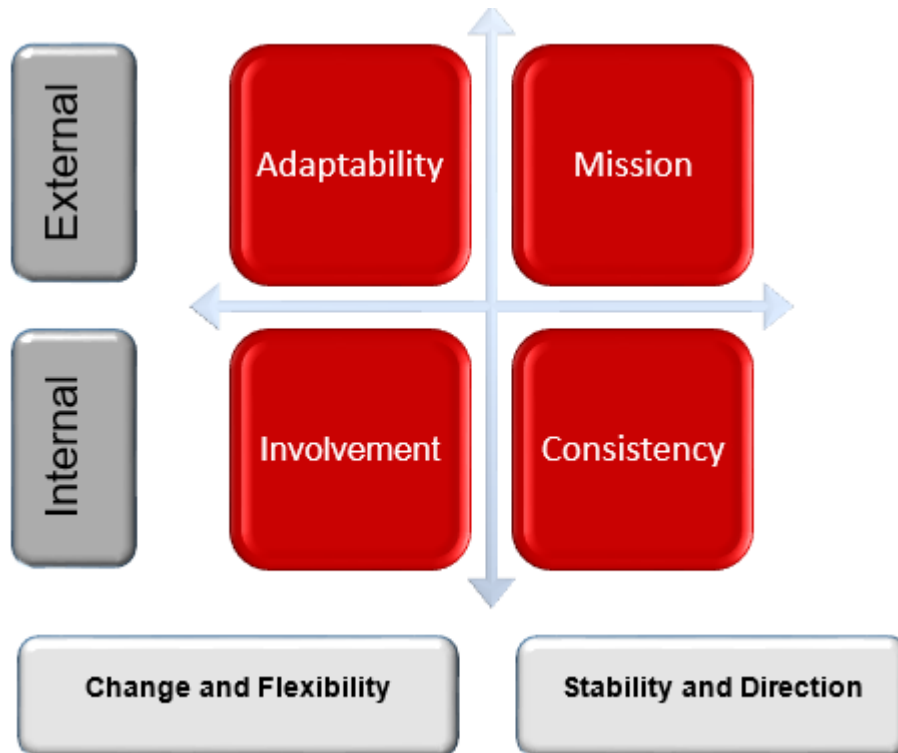
2.3 The Denison model – a theory of organizational culture and effectiveness

Denison's model brings a consultant approach to the research frame. In 1995 Denison and Mishra published a research that argued organizational culture to consist of four cultural traits (adaptability, mission, involvement, and consistency), which have a positive correlation with organizational efficiency and employee satisfaction (Seeck 2012, 222).

Denison (1990, 4 [Sathe 1983; Schein 1983; Louis 1980]) notes that the most frequent topics of interest related to research about organizational culture have been the ways in which organizations develop and maintain these central values and the behaviors that accompany them, or the manner in which the values and behaviors are acculturated to recruits. Denison found that only few publications (Denison 1990, 4 [Wilkins & Ouchi 1983; Martin, Sitkin & Boehm 1985; Denison 1984; Gordon 1985]) had explored the interrelations between an organization's culture, its management practices, and its performance and effectiveness.

Linking management practices with underlying assumptions and beliefs is often neglected when studying organizational culture and effectiveness. The values and beliefs of an organization give meaning to a set of its management practices. Those actions usually spring directly from the dominant values and beliefs of the organization. (Denison 1990, 4.)

Denison's (1990) theory draws on both the popular and the academic literature and the principles describe a process by which an organization's culture influences its effectiveness. He makes four hypotheses which set the groundwork of the Denison Model. The hypotheses are labelled: the involvement hypothesis, the consistency hypothesis, the adaptability hypothesis, and mission hypothesis (GRAPH 1.).



GRAPH 1. The culture and effectiveness model (Denison 1990,15)

Adaptability and mission traits focus on the external areas of the organization culture theory, and involvement and consistency focus on internal dynamics of the organizational culture. The four traits can also be divided by the degree of flexibility. Involvement and adaptability form one pair, emphasizing the organization's capacity for flexibility and change. Consistency and mission, in contrast, are oriented toward stability (Denison 1990, 15).

All four concepts in Denison's framework (1990, 15) represent a way to have a positive impact on an organization's effectiveness. The four concepts are partially contradictory and rigid, and therefore Denison stresses that it is not meant to choose between flexibility and stability and external and internal focus. He strongly suggests an organization to develop its processes in all frontiers. By implication, a culture that is at the same time adaptive, yet highly consistent, or responsive to individual involvement, but within the context of a strong shared mission, will be most effective. (Denison 1990, 15.)

2.3.1 Involvement

The involvement hypothesis about the relationship between organizational culture and effectiveness is not really a new idea. It has many precedents in the organizational culture literature and has gone by many names other than organizational culture. The central idea –that organizational effectiveness is a function of the level of involvement and participation of an organization's members– stems directly from human relations theory. (Denison 1990, 7.)

Denison argues that high levels of involvement and participation create a sense of ownership and responsibility. Out of this sense of ownership grows a greater commitment to the organization and an increased capacity for autonomy. Voluntary and implicit normative systems ensure the coordination of behavior, rather than explicit bureaucratic control systems. (Denison 1990, 7; Denison Consulting 2016a.)

2.3.2 Consistency

Despite several similarities between involvement and consistency hypotheses, they make different predictions about the conditions under which organizations will be most effective. Upon closer inspection, the involvement hypothesis asserts that the inclusion and participation of members in the processes of the organization will outweigh the dissension, inconsistency, and nonconformity associated with a more democratic internal process. Employees will have the opportunity to contribute their knowledge and skill, and decisions will reflect multiple viewpoints, be perceived legitimate, and have a higher likelihood of implementation. (Denison 1990, 10.) This process requires more time than consistency theory, but will result with better decisions and performance.

Consistency theory makes a prediction that low levels of involvement and participation can be outweighed by high levels of consistency, conformity and consensus. A high degree of normative integration, shared meaning, and a common frame of reference can increase an organization's rapid decision process. A coordinated response, with a common meaning for an organization's members, allows an organization to react to its environment and to preserve the system of meaning held by its members. (Denison 1990,11.)

Effective organizations tend to combine both principles in iterative processes. Involvement generates innovative ideas and solutions which are then refined into a more precise set of principles (Denison 1990). Consistency provides a central source of integration, coordination and control, and helps organizations develop a set of systems that create an internal system of governance based on consensual support. (Denison Consulting 2016b.)

2.3.3 Adaptability

The involvement hypothesis and the consistency hypothesis concentrate on the organization culture theory's internal dynamics. The other half of Denison's model focuses on the organization's external environment and on the way the culture relates to the adaptation process.

Denison (1990) notes that Schein (Denison 1990 [Schein 1985a]; Schein 2010) has discussed about the relationship between adaptation and culture, and Schein has emphasized in his studies that culture usually consists of the collective behavioral responses that have proven to be adaptive in the past for a particular organization (process of adaptation contributing to culture). Denison (1990) finds that Schein's explanation lacks evidence of how the culture of a social system contributes to adaptation.

Three aspects of adaptability are likely to have an impact on an organization's effectiveness: (1) The ability to perceive and respond to the external environment, (2) The ability to respond to internal customers, (3) Reacting to either internal or external customer requires the capacity to re-structure and re-institutionalize a set of behaviors and processes that allow the organization to adapt. Without this ability to implement an adaptive response, an organization cannot be effective. (Denison 1990,12.)

High-performing organizations have the ability to perceive and respond to the environment, customers, and re-structure and re-institutionalize behaviors and processes that allow them to adapt. (Denison Consulting 2016c.)

2.3.4 Mission

A sense of mission provides two major influences on an organization's functioning. First, a mission provides purpose and meaning, as well as a host for non-economic reasons why the work of an organization is important. Second, a sense of mission provides clear direction and goals that serve to define the appropriate course of action for the organization and its members. Both of these values grow out of and support the key values of the organization. (Denison 1990, 13.)

The process of internalization and identification contributes to short- and long-term commitment and leads to effective performance. (Denison 1990,13.) High performing organizations have a mission that tells employees why they are doing the work they do, and how the work they do each day contributes to the why. (Denison Consulting 2016d.)

2.4 Herzberg's dual factor theory (motivation theory)

Motivation is built on the person's motives. Motives define our actions and objectives either consciously or unconsciously. (Peltonen & Ruohotie 1987.) In the scope of employee motivation, the most important question is "why?". Why do we choose a certain profession? Why do we choose to work for a certain employer? Why are we following the rules of the society? The researchers are seeking for understanding about the motives behind employee motivation. Studies have confirmed, that motivation has an impact on the work intensity, engagement, level of demand relating to work and the work performance. Exploring factors that influence employee motivation is important because motivated employees work harder and are more committed to the work itself and the work community. They are more focused and they perform better and with higher quality of their tasks compared to employees with low motivation for work. (Liukkonen, Jaakkola & Kataja 2006, 12 [Deci & Ryan 1985].)

Some of the most renowned theories relating to motivation are Maslow's hierarchy of needs, Herzberg's dual factor theory, the expectancy theory by Vroom and McGregor's X- and Y-theories about human motivation and management (Peltonen & Ruohotie 1987). For purposes

of this research I chose Herzberg's dual factor theory that explains motivation and job satisfaction. When searching for a motivation theory I found that Herzberg's approach to motivation fitted well into the design of the research framework in this thesis. Connecting Denison's model and Herzberg's theory was effortless.

During the 1950's and 1960's Frederick Herzberg did research about employee motivation. Herzberg's theory was first drawn from a study including engineers and accountants. The study suggested that factors involved in producing job satisfaction (and motivation) are separate and distinct from the factors that lead to job dissatisfaction (Herzberg 2003, 5; Herzberg, Mausner & Bloch Snyderman 1999).

When feeling happy with their jobs, respondents most frequently described factors related to their task, to events that indicated to them that they were successful in the performance of their work, and to the possibility of professional growth. Conversely, when feelings of unhappiness were reported, they were not associated with the job itself but with conditions that surround the doing of the job. (Herzberg et al. 1999, 113.) Herzberg defines factors leading to motivation and job satisfaction or job dissatisfaction as hygiene factors and motivational factors. Improvement in hygiene factors will serve to remove the impediments to positive job attitudes (Herzberg et al. 1999, 113).

Herzberg (2003, 3) argues that motivating with hygiene factors is like charging the employee's battery over and over again. Motivating with hygiene factors compares to motivating with extrinsic motivational factors. A manager that is applying negative physical (physical attack) or negative psychological (job bullying) extrinsic motivation factors will get poor results in form of motivation. Herzberg (2003, 3) explains that negative extrinsic motivating does not lead to motivation, but to movement. "I am motivated; *you* move!" The manager that applies this technique is motivated, but the employee remains a target of the manager's actions. No genuine intrinsic motivation is created on the behalf of the employee.

Positive extrinsic motivating (pull instead of push) requires constant feed of motivating factors. It does not truly motivate but merely creates movement. When trying to apply positive extrinsic motivating, the managers offer extrinsic incentives. This may work as desired, but it still does not create motivation. Favors will be performed only when incentives are in the play. But it is

only when one has a generator of one's own that we can talk about motivation. One then needs no outside stimulation. One wants to do it. (Herzberg 2003, 3.)

Herberg (2003) identifies 5 intrinsic motivation factors: achievement, recognition for achievement, the work itself, responsibility and growth or advancement. The extrinsic hygiene factors according to the study are: company policy and administration, supervision, interpersonal relationships, working conditions, salary, status, and security. The results of Herzberg's study indicate that motivators were the primary cause of satisfaction, and hygiene factors the primary cause of unhappiness at work. (Herzberg 2003,7.)

The motivation-hygiene theory suggests that work should be enriched (TABLE 2.) to bring about effective utilization of the personnel. The term job enrichment describes this embryonic movement. Job enrichment provides the opportunity for the employee's psychological growth. (Herzberg 2003, 8.)

TABLE 2. Principles of vertical job loading (adapted from Herzberg 2003, 8)

Principle	Motivator included
<ul style="list-style-type: none"> • Removing some controls while retaining accountability 	<ul style="list-style-type: none"> • Responsibility and personal achievement
<ul style="list-style-type: none"> • Increasing the accountability of individuals for own work 	<ul style="list-style-type: none"> • Responsibility and recognition
<ul style="list-style-type: none"> • Giving a person a complete natural unit of work (module, division, area, and so on) 	<ul style="list-style-type: none"> • Responsibility, achievement, and recognition
<ul style="list-style-type: none"> • Granting additional authority to employees in their activities; job freedom 	<ul style="list-style-type: none"> • Responsibility, achievement, and recognition
<ul style="list-style-type: none"> • Making periodic reports directly available to the workers themselves rather than to supervisors 	<ul style="list-style-type: none"> • Internal recognition
<ul style="list-style-type: none"> • Introducing new and more difficult task not previously handled 	<ul style="list-style-type: none"> • Growth and learning
<ul style="list-style-type: none"> • Assigning individuals specific or specialized tasks, enabling to become experts 	<ul style="list-style-type: none"> • Responsibility, growth, and advancement

The following chapter introduces the contractor company and is followed by presentation of the research methodology and the research process.

3 CASE REVIEW: ORGANIZATION X

This chapter of the thesis is confidential.

4 RESEARCH METHODOLOGY AND RESEARCH PROCESS

In this chapter of the thesis I am outlining the research question, methods and designing the framework. I will also clarify how the data is collected and how the analysis will be connected to the framework. In addition, limitations, validity and reliability are discussed in the end of chapter four.

4.1 Research question

In this thesis I make an attempt to decipher organizational culture. In negotiations with The contractor company it became clear that employee motivation and job satisfaction was something they needed to emphasize if they were to be successful and meet their strategic intentions in the future. For a better overall picture, I suggested to take a new perspective to the given research question. The concept of organizational culture gave the research question a more in-depth interpretation and added a new layer of structure.

Research questions: How do employees see the organizational culture? What connections could be found between the cultural factors and employee motivation?

4.2 Research methods

In order to get a holistic understanding of the organizational culture the research was performed by mixing qualitative and quantitative methodology. Mixed methods research provides more evidence for studying a research problem than either quantitative or qualitative research alone (Creswell & Plano Clarke 2011). By choosing the mixed research method, I was able to use more tools of data collection. In this thesis, I used deductive approach meaning that I started by forming a theoretical framework for my thesis and continued with observation and confirmation.

My primary objective in this research was to decipher organizational culture and find out how employees see the organizational culture. I also wanted to study the connections that could be found between the cultural factors and employee motivation? In order to gain understanding about something as abstract as organizational culture I needed to be able to use also qualitative methods during the research.

The secondary objective of this thesis was to develop a tool for measuring the employee motivation. In order for the results to be easily compared to the previous measurements in the future it needed to be performed using quantitative methods. The results were scored so that the higher score a question gets the better the result is.

Quantitative research methods originally developed in the natural science to study natural phenomena. Examples of quantitative methods are e.g. survey methods, statistical analysis, and numerical methods like mathematic modelling. Quantitative research focuses on numbers and suits situations where you want to generalize your findings to a larger group. In quantitative research the major disadvantage is that you lose the social and cultural aspect due to that quantitative methods do not preserve the context in which the research was done (Myers 2009, 8-9.)

Qualitative research methods were developed in the social sciences to enable researcher to study social and cultural phenomena in depth. Generalization is impossible by using sampling logic. Examples on qualitative research are action research, case study research, ethnography, grounded theory. Data sources include observation, participation, interview and other kind of data that is mainly text. Qualitative data helps us to broaden our understanding about the research problem (Myers 2009,8.)

Ethnography refers to a research methodology that has been developed for the study of cultures and cultural sense-making. The historical roots of ethnography lie in anthropological studies. Ethnographers seek to gain an emic perspective (insider view) of the culture (Eriksson & Kovalainen 2008). This research method should be chosen when planning to study organizational culture that includes not just the explicit values and behaviors of the members of an organization, but also taken-for-granted assumptions (Myers 2009, 93). Ethnography that deals

with business issues often involves shorter periods of participant observation than classic ethnographies. Despite this, ethnographic business research can still be informed by a theory of cultural interpretation. (Eriksson & Kovalainen 2008, 140.)

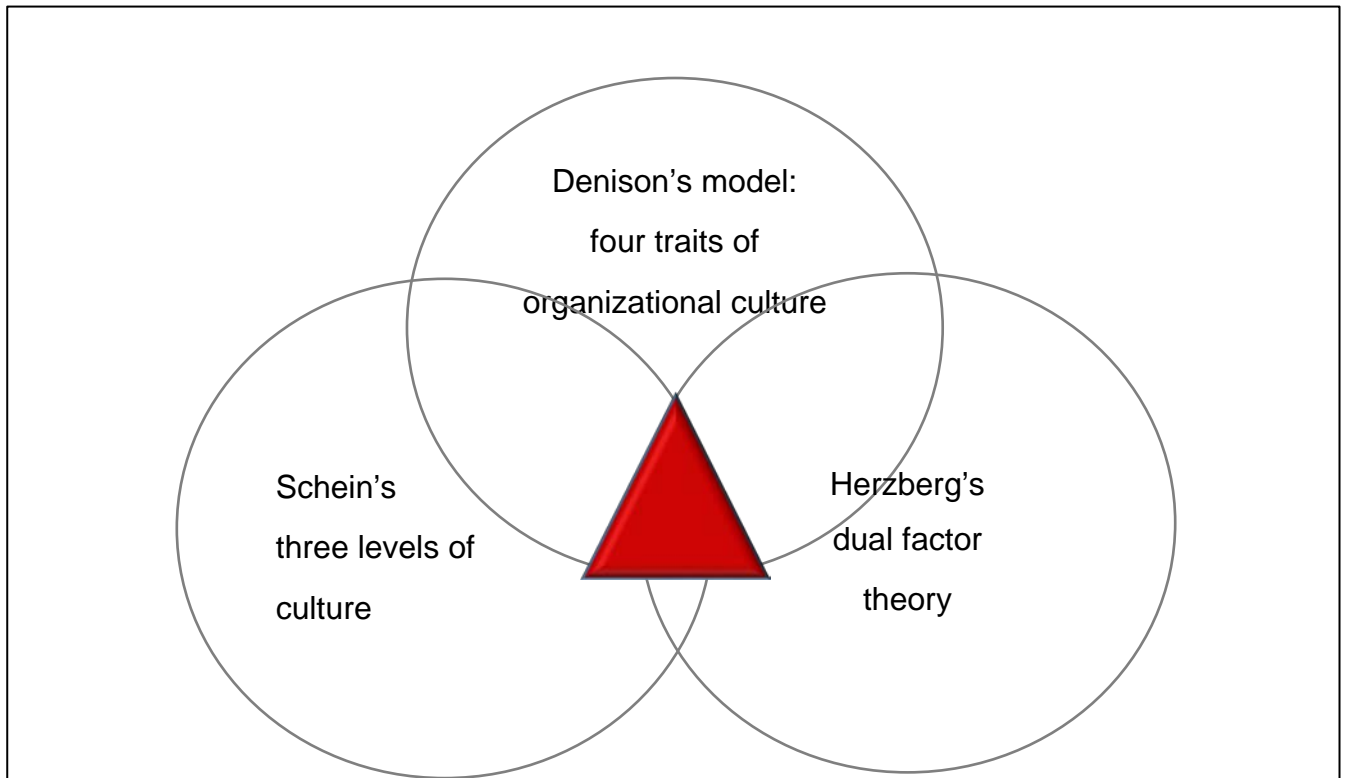
Clinical research or organizational development is done by consultants with groups and organizations, and it allows consultants to observe some of the systemic effects of interventions over time. The essential characteristic of this method is that the data are gathered while the consultant is actively helping the client system work on problems defined by the client on the client's initiative. Whereas the researcher has to gain access, the consultant is provided access because it is in the client's best interest to open up categories of information that might ordinarily be concealed from the researcher (Schein 1985a, 1987a). The empirical knowledge gained from such observations provides a much needed balance to the data obtained by other methods because cultural origins and dynamics can sometimes be observed only in the power centers where elements of the culture are created and changed by founders, leaders, and powerful managers (Schein 1990 [Hirschhorn, 1987; Jaques, 1951; Kets de Vries & Miller, 1984, 1986; Schein, 1983]). Schein (1990) notes that the problem with this method is that it does not provide the descriptive breadth of an ethnography nor the methodological rigor of quantitative hypothesis testing.

Eriksson & Kovalainen (2008, 173 [Powell and Single 1996, 499]) define focus group as "a group of individuals selected and assembled by researchers to discuss and comment on, from personal experience, the topic that is the subject of research". The focus group facilitator encourages and guides the group interaction.

4.3 Research framework

For this thesis I have connected three theories to a framework (GRAPH 2.), which supports my objective to gain understanding about the organizational culture.

Schein	Levels of Culture: (a) observable artifacts, (b) values, and (c) basic underlying assumptions
Denison	Sections in Denison model: Mission, Adaptability, Involvement and Consistency
Hertzberg	Dual-factor theory of employee motivation



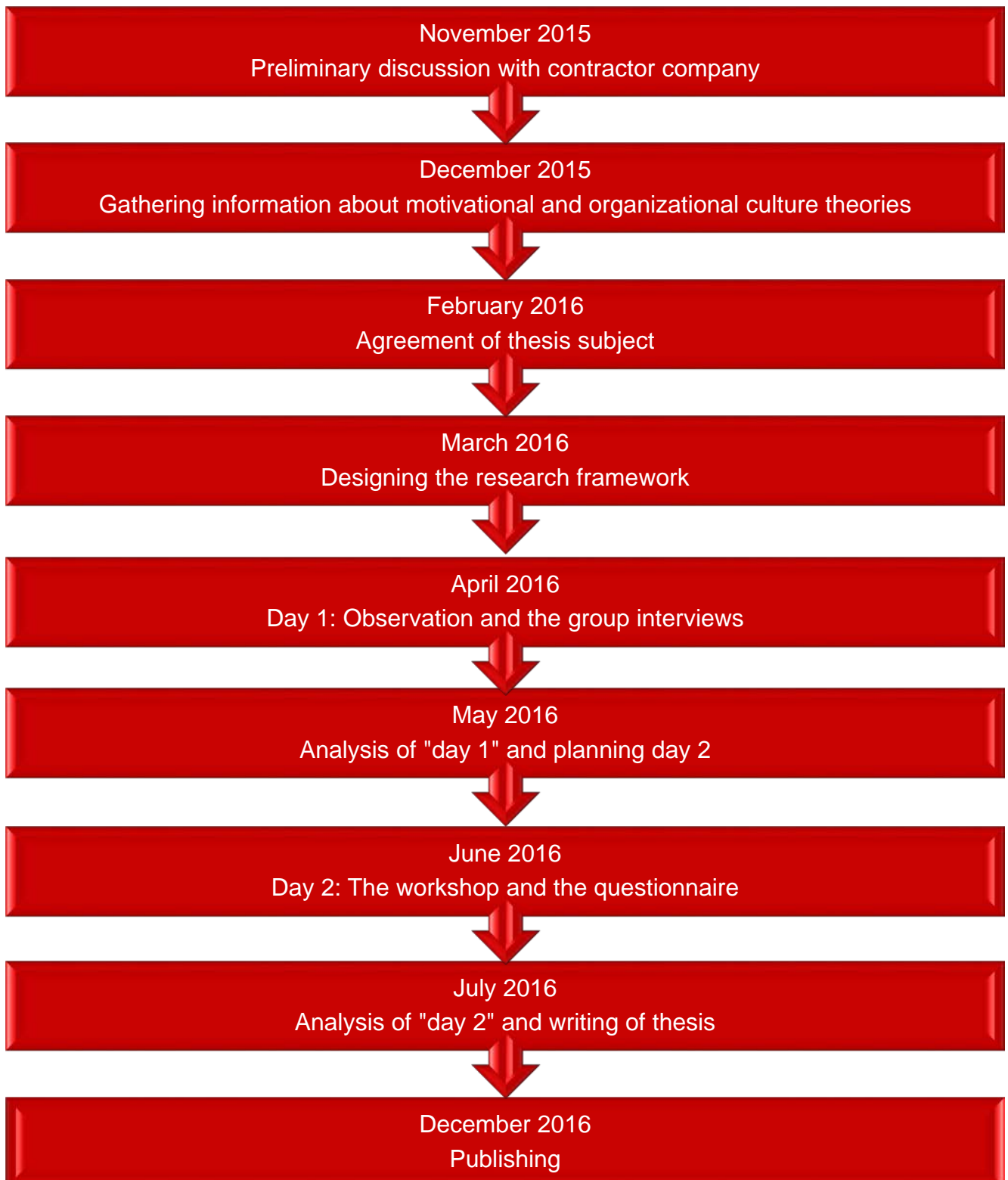
GRAPH 2. Clarifying the research framework and combined theories

The core of this research is Denison's model with four organizational culture traits that support organizational effectiveness: involvement, consistency, adaptability and mission, and Schein's three levels of organizational culture. Herzberg's dual factor theory helps me to gain insight on employee motivation.

4.4 Data collection and data analysis

This research makes an attempt to understand employee motivation from the perspective of organizational culture. Preliminary data was collected by interviewing the entrepreneur in order to get insight about the company values, its vision, mission and growth objectives. Research

data was collected by observation at an office meeting, group interviews, observation in a focus group and through a questionnaire. This data will construct the primary data of this thesis.



GRAPH 3. Description of the research process

The previous graph (GRAPH 3.) depicts the timeline of the research, analyzing and thesis writing processes. The preliminary negotiation and reading organizational culture literature took place in the turn of year 2015-2016. In February 2016 the thesis subject was agreed upon and the active phase of the thesis process could begin. The data collecting was divided into two different days. Day 1 was held in April 2016 consisting of observation and the group interviews. Day 2, in June 2016, consisted of the organizational culture deciphering workshop and the questionnaire. The time between July and December 2016 was spent with analysis of the results and the thesis writing.

The framework for interviews (APPENDIX 1) was adapted from Himmer's (2013 [Denison & Neale 2005]) thesis. The interviews were unstructured and the frame acted as a guideline to ensure that all themes were discussed. Later in the research, the questionnaire statements were designed on basis of the same framework.

The workshop frame is adapted from Schein's (2009) Corporate survival Guide book where he lays out a model of a 4-hour exercise (TABLE 3.) that guides company culture deciphering. Related to this thesis there was not that much time to spend but we managed to get a 2 hours' time to run the workshop and to fill in the questionnaires. I had to re-allocate the time for each step, because of the limited time.

TABLE 3. Instructions to workshop (adapted from Schein 2009)

Step	Originally allocated time (minutes)	Re-allocated time (minutes)
State the business problem	30	5
Review the concept of culture and its levels	15	5
Identify and list artifacts	60	20
Identify your organization's espoused values	30	20
Compare values with artifacts	60	20
Asses the shared assumptions	45	20
Decide the next steps	45	10
Total time	4 hours	1 hour 40 minutes

In the questionnaire I applied the quantitative method. Most of the questions were answered on a Likert type scale and there were also open questions if the respondent wanted to add something in detail to the topic. In this thesis the survey was done once, but the questionnaire is designed to be repeated regularly in order to monitor the changes in employee motivation. The research for this thesis will later act as a starting point result for the organization.

Results are reported on a Likert type scale from 1 to 4. The middle option was purposely left out. The design aimed to force respondents to agree or disagree with the statements. The answer options were (1) completely disagree, (2) somewhat disagree, (3) somewhat agree, (4) completely agree. The questions were grouped according to the four traits of the Denison model: involvement, consistency, adaptation, and mission. By aligning the questions with Denison's organizational traits and Herzberg's motivational and hygiene factors in advance I was able to draw the settings for analyzing results. In this thesis the motivational factors are emphasized because the hygiene factors do not specifically increase motivation. The presence of hygiene factors does not indicate job satisfaction and motivation. They can be seen as the minimum requirement for an employee not to be dissatisfied.

TABLE 4. Factors affecting job attitudes (adapted from Herzberg 2003,6)

MOTIVATIONAL FACTORS		HYGIENE FACTORS	
A.	achievement	G.	company policy and administration
B.	act of recognition	H.	supervision
C.	work itself	I.	relationship with supervisor
D.	responsibility	J.	work conditions
E.	advancement	K.	salary
F.	possibility of growth	L.	relationship with peers
		M.	personal life
		N.	relationship with subordinates
		O.	status
		P.	security

In his dual factor theory Herzberg divides the factors affecting job attitudes to motivational factors and hygiene factors (TABLE 4.). In the following tables I draw the connections between the questionnaire statements and the research frame.

The process continued by operationalizing the designed research framework. When forming the statements, my guide was Denison's and Neale's (APPENDIX 1) subcategories under the sections adaptability, mission, involvement and consistency. In the same frame Denison and Neale propose items to be looked for in each subcategory. The desired characteristics that are mentioned in the frame were then connected with the factors influencing job attitudes (TABLE 4.) and rewritten into statements for the questionnaire. My objective was to connect the desired characteristics with motivational factors, but due to the nature of some characteristics they suited better to be connected with hygiene factors. Some characteristics were a combination of both motivational and hygiene factors. The number of each type of factors was not planned in advance, but they turned out to divide fairly even between the two types of factors. For each statement separately was considered if it was relating to motivational factors, hygiene factors or a mix of both. The allocation was determined on basis of Herzberg's definition of motivational factors A. to F. in table 4. and definition of hygiene factors G. to P. in table 4.

In adaptability trait, the subcategories are: creating change, customer focus and organizational learning. The questionnaire statements are designed to measure the company's ability to perceive and respond to the environment, customers, and how it re-structures and re-institutionalizes behaviors and processes that allows the company to adapt.

TABLE 5. Questionnaire statements regarding adaptability

Question	Statement	M= motivational factors included H= hygiene factors included
A5	Improving and updating one's own work is encouraged	M
A6	Presenting new ideas is considered welcome	M
A7	The management encourages participating in organizational development	M+H
A8	We feel free to experiment and develop our operations innovatively	M+H
A9	We adapt to changes in our environment	M
A10	Failure is seen as a possibility for learning and progress	M
A11	Potential development ideas are rewarded	H

In mission trait, the subcategories are: strategic direction and intent, goals and objectives, and vision. The questionnaire statements are designed to measure how the company's mission is communicated to the employees and the extent to which it tells people why they are doing the work they do, and how the work they do each day contributes to the why.

TABLE 6. Questionnaire statements regarding mission

Question	Statement	M= motivational factors included H= hygiene factors included
M12	The company has a competent management	H
M13	The management has a clear-cut understanding of the organization's future	H
M14	The organization's vision inspires and motivates me	M+H
M15	Ambitious, yet realistic, objectives are set by the management	M+H
M16	Reaching objectives is monitored in an appropriate way	H

In involvement trait, the subcategories are: empowerment, team orientation and capability development. The questionnaire statements are designed to measure how the company creates

sense of ownership that grows a greater commitment and an increased capacity for autonomy by means of involvement and participation.

TABLE 7. Questionnaire statements regarding involvement

Question	Statement	M= motivational factors included H= hygiene factors included
I17	I have authority that is based on my expertise	M
I18	My expertise and skills are valued by the management	M+H
I19	My work input is important for the organization	M+H
I20	My motivation towards work is high	M
I21	Our areas of responsibilities are clear	M+H
I22	Team work is encouraged	H
I23	Communication runs smoothly in our work community	H
I24	The organization invests in developing competence	M+H
I25	Professional career development is supported	M+H
I26	I find my job interesting and challenging	M
I27	I like being here	M
I28	If needed, I am up for additional work efforts	M

In the consistency trait, the subcategories are: core values, agreement, and coordination and integration. The questionnaire statements are designed to measure how consistency in the company provides a central source of integration, coordination and control and if the internal systems of governance are based on consensual support.

TABLE 8. Questionnaire statements regarding consistency

Question	Statement	M= motivational factors included H= hygiene factors included
Bg4	The new organizational structure enables a more agile and flexible approach to operations	H
C29	The management makes decisions on fair grounds	H
C30	The management guides us with their own example	H
C31	There are transparent practices of management in the organization	H
C32	Conflicts are handled in a constructive spirit	H
C33	Our work community operates well	H
C34	I can outline the business operation as a whole and understand my own role in it	H
C35	My supervisor provides me enough feedback about my work	M+H
C36	I find the developmental discussions useful	H
C37	My supervisor gives me recognition about my work	M

In the next chapter I will discuss limitations, validity and reliability of the research. The relevance of the research will also be addressed.

4.5 Limitations, validity and reliability

The first objective of this thesis is to seek for an understanding of how employees see the organizational culture. The interest is also in the connections that could be found between the cultural factors and employee motivation. This research gives the contractor company's management valuable feedback from the employees that otherwise often stays hidden. The results of the research can be utilized in various organizational development projects.

Validity is a classic evaluation criterion. Measurement validity (construct validity) refers to the issue of whether or not a set of indicators that are devised to gauge a concept really measures that concept. Internal validity relates mainly to the issue of causality. In discussing issues of causality, it is common to refer to the factor that has causal impact as the independent variable

and the effect as the dependent variable. It is often difficult to prove that the causal relationship is genuine and not caused by something else. External validity deals with generalization and if the results can be generalised beyond the specific research context. (Bryman and Bell 2011.)

Because of the small sample size and the nature of the research, this thesis does not make an attempt to prove causality. The result gathered from this study are not directly applicable to any other organization meaning that the generalization of result is impossible. It is possible to generalize the research framework, though. After all, organizational culture is something all companies have no matter the size or field of industry. This study reflects the situation that the studied organization was facing during the research and the results are valid only for accurate interpretations made about the past. Nevertheless, keeping in mind that Schein argues that organizational culture is created by shared experiences, beliefs, and values, it is possible to make some interpretations of the state of organizational culture. Schein marks that one important part of the validity of a research is that results enable making predictions about the future.

Reliability refers to the consistency of a measure of a concept. It concerns if the measure is stable over time in a way that it is possible to repeat the research and gain similar results. It also evaluates if the indicators that make up the scale are consistent. Reliability also deals with the issue of subjective judgement which is often applied in qualitative research. Subjective judgement should have rules in order to be consistent. (Bryman and Bell 2011.) It is not possible to stay completely invisible even if you would remain as an outsider in the organization. The consultant or researcher has to keep in mind that when entering an organization, the researcher interferes the system she is working with. (Hokkanen, 2006, 59).

The second objective of this thesis was to create a tool for monitoring changes in the organizational culture and employee motivation. The questionnaire is repeatable and the research done in this thesis will act as a starting point for future studies. The scale in the questionnaire is designed so that a high score in a particular section means better performance as the statements are representing the desirable characteristics in high performing companies. The group interviews and observations are not scored and when it comes to reliability the qualitative part of this thesis is the most demanding for the researcher. The qualitative parts of the research include subjective judgement which could be compromised i.e. if the researcher was changed.

In this thesis I have made an attempt to lower the risk of compromising the reliability by justifying the choices that I have done and by explaining the research framework and how it connects to the research methods.

Triangulation requires that more than one method or source of data is used in the research (Bryman and Bell 2011). Triangulation enables the researcher to look at the same topic from different angles and allows to get a fuller picture of what is happening (Myers 2009, 11). In this thesis I am using triangulation of methodologies and methods, triangulation of data, and triangulation of theories in the same study (Eriksson and Kovalainen 2008,293).

The research combines qualitative and quantitative methodologies in the same study. Different methods and techniques of analysis are utilized to validate findings of the research. Data from different empirical sources is combined to cross-check the informations. The framework is combined from 3 theories to get the best possible understanding and interpretation about the subject studied. Using mixed methods research provides strengths that offset the weaknesses of both quantitative and qualitative research. It provides more evidence for studying a research problem than quantitative or qualitative research alone. The challenges are, that it requires having certain skills, time, and resources for extensive data collection and analysis (Creswell and Plano Clark 2011).

The relevance of the research is high for the contractor company. Their growth objectives require highly motivated employees. This research makes an attempt to find the connections between the cultural factors and employee motivation. The results of the organizational culture deciphering workshop and the questionnaire provide insights about the organizational culture, existing values, and underlying assumptions. It reveals the organization's inner strengths and possible weaknesses. Exploration of organizational culture could be relevant for companies in general as the results of this type of research can be applied to service design, improving employee motivation and job satisfaction and various other development projects.

5 RESULTS

This chapter of the thesis is confidential.

6 CONCLUSIONS AND DISCUSSION

This chapter of the thesis is confidential.

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APPENDICES

Categorizing Scheme according to Denison's Organizational Model, Source: Denison and Neale, 2005

Categories	Subcategories	Items to be looked for
Adaptability	Creating Change	Flexible, easy to change, respond well to changes, new and improved ways to do work are updated continuously; different parts of the organization cooperate to create change.
	Customer Focus	Customer comments and recommendations lead to change, encourage direct contact with customers, all members have a deep understanding of customer needs and demands, and customer input directly influences the company's decision.
	Organizational Learning	Failure is viewed as an opportunity for learning and improvement, innovation and risk taking are encouraged and rewarded, learning is an important objective in the day-to-day
Mission	Strategic Direction & Intent	There is a long-term purpose and direction; there is a clear mission that gives meaning and direction to the work; there is a clear strategy for the future.
	Goals & Objectives	There is a widespread agreement about goals; leaders set goals that are ambitious, but realistic; progress is continuously tracked according to the goals.
	Vision	There is a shared vision of what the company will be in the future; leaders have long-term viewpoints; the vision creates excitement and motivation for the employees; the company is able to meet the short-term demands without compromising the long-term vision.
	Involvement	Empowerment
	Team Orientation	Cooperation across different parts of the organization is actively encouraged; people work like they are part of a team.
	Capability Development	Authority is delegated so that people can act on their own; there is continuous investment in the skills of employees; the capabilities of employees are viewed as an important source of competitive advantage.
Consistency	Core values	Leaders and managers practice what they preach; there is a characteristic management style and a distinct set of management practices; there is a

		clear and consistent set of values that governs the way of business; ignoring core values will get employees in trouble; there is an ethical code that guides the behavior and tells right from wrong.
	Agreement	There is a “strong” culture; there is agreement about the right way and the wrong way to do things; when disagreements occur the company works hard to achieve “win-win” solutions.
	Coordination and Integration	The approach to doing business is very consistent and predictable; people from different parts of the organization share a common perspective; it is easy to coordinate projects across different parts of the organization.

YRITYSKULTTUURIN KARTOITUS TYÖMOTIVAATION JA TYÖTYTYVÄISYYDEN NYKYTASON SELVITTÄMISEKSI

Tutkimuksella kartoitetaan henkilöstön asenteita ja kokemusta siitä, miten yrityskulttuuri vaikuttaa työmotivaatioon ja miten yrityskulttuuri tukee työtyytyväisyyttä. Vastaukset käsitellään luottamuksellisesti eivätkä yksittäisen vastaajan tulokset käy ilmi tutkimuksen raportista. On tärkeää, että vastaat jokaiseen kysymykseen. Kiitos vastauksistasi!

TAUSTAKYSYMYKSET

Ympyröi sopiva vastausvaihtoehto.

- | | | | | |
|----|--|---------------|-----------|--------------|
| T1 | Työtyytyväisyyteni on parantunut viimeisen vuoden aikana. | KYLLÄ | ENNALLAAN | EI |
| A1 | Mistä ajattelet sen johtuvan? _____ | | | |
| T2 | Olen suunnitellut hakeutuvani muihin työtehtäviin lähiaikoina. | KYLLÄ | | EI |
| T3 | Olen työskennellyt yrityksessä | alle 3 vuotta | | yli 3 vuotta |

Vastaa seuraaviin väittämiin asteikolla 1-4:

1 = täysin eri mieltä

2 = jokseenkin eri mieltä

3 = jokseenkin samaa mieltä

4 = täysin samaa mieltä

Ympyröi mielipidettäsi parhaiten vastaava numero. Tarkentaviin kysymyksiin voit vastata annettuun tilaan ja tarvittaessa jatkaa kääntöpuolelle.

- | | | | | | |
|----|---|---|---|---|---|
| T4 | Uusi organisaatorakenne mahdollistaa aiempaa ketteremmän ja joustavamman toimintatavan. | 1 | 2 | 3 | 4 |
| A2 | Mikä uudessa organisaatorakenteessa toimii/ mikä ei toimi? _____ | | | | |

MUKAUTUVUUS

- | | | | | | |
|----|--|---|---|---|---|
| 5 | Yritys kannustaa kehittämään omaa työtä. | 1 | 2 | 3 | 4 |
| 6 | Uskallan tuoda esille omia ideoitani. | 1 | 2 | 3 | 4 |
| 7 | Johto kannustaa meitä yrityksen kehittämiseen. | 1 | 2 | 3 | 4 |
| 8 | Kokeilemme rohkeasti ja kehitymme innovatiivisesti. | 1 | 2 | 3 | 4 |
| 9 | Sopeudumme hyvin toimintaympäristömme muutoksiin. | 1 | 2 | 3 | 4 |
| 10 | Epäonnistuminen nähdään mahdollisuutena oppimiseen ja kehittämiseen. | 1 | 2 | 3 | 4 |
| 11 | Hyvistä kehitysideoista palkitaan sopivalla tavalla. | 1 | 2 | 3 | 4 |
| A3 | Avoin kommentti aihealueeseen liittyen: _____ | | | | |

MISSIO

12	Yrityksen johto on osaavaa.	1	2	3	4
13	Johdolla on selkeä käsitys yrityksen tulevaisuudesta.	1	2	3	4
14	Yrityksen visio innostaa ja motivoi minua.	1	2	3	4
15	Johto asettaa realistiset ja riittävän haastavat tavoitteet.	1	2	3	4
16	Tavoitteiden toteutumista seurataan sopivalla tavalla.	1	2	3	4
A4	Avoin kommentti aihealueeseen liittyen: _____				

OSALLISTAMINEN

17	Minulla on oman osaamisalueeni asiantuntijuuteen perustuvaa vaikutusvaltaa yrityksessä.	1	2	3	4
18	Johto arvostaa osaamistani.	1	2	3	4
19	Työpanokseni on tärkeä yritykselle.	1	2	3	4
20	Motivaationi työntekoa kohtaan on korkealla.	1	2	3	4
21	Vastuualueemme työyhteisössä ovat selkeät.	1	2	3	4
22	Yrityksessä kannustetaan tekemään yhteistyötä.	1	2	3	4
23	Tiedottaminen toimii työyhteisössämme hyvin.	1	2	3	4
24	Yrityksessä panostetaan osaamisen kehittämiseen.	1	2	3	4
25	Ammatillista kasvuani tuetaan.	1	2	3	4
26	Työni on kiinnostavaa ja haasteellista.	1	2	3	4
27	Viihdyn hyvin täällä.	1	2	3	4
28	Olen tarvittaessa valmis lisätyöpanoksiin.	1	2	3	4
A5	Avoin kommentti aihealueeseen liittyen: _____				

JOHDONMUKAISUUS

29	Johto tekee päätökset oikeudenmukaisesti.	1	2	3	4
30	Johto ohjaa omalla esimerkillään toimintaamme.	1	2	3	4
31	Yrityksessä on selkeät johtamiskäytännöt.	1	2	3	4
32	Ristiriitatilanteet käsitellään rakentavassa hengessä.	1	2	3	4
33	Meillä on toimiva työyhteisö.	1	2	3	4
34	Hahmotan yrityksen liiketoiminnan kokonaisuutena ja oman roolini siinä.	1	2	3	4
35	Saan riittävästi palautetta työssä suoriutumisesta esimieheltäni.	1	2	3	4
36	Kehityskeskustelut ovat mielestäni hyödyllisiä.	1	2	3	4
37	Saan esimieheltäni riittävästi tunnustusta hyvin tehdystä työstä.	1	2	3	4
A6	Avoin kommentti aihealueeseen liittyen: _____				

This appendix is confidential.