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## Organizational culture versus work motivation for the academic staff in a public university

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### Abstract

The paper presents the results of a research study that aimed to identify the type of the organizational culture existent in a Romanian state university, the way it is perceived by the employees, and identifying the type of the organizational culture wanted by the employees. We also evaluated the work motivation. The research sample included 102 university teachers, aged between 25 and 57. We used ESA Questionnaire for the work motivation, and Organizational Culture Questionnaire. The the main organizational culture existent was the power type and that the employees hope for a support type. Teachers had a high self-actualization motivation.

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### 1. Introduction

The daily program of an individual means meeting with organizations: workplace, school, transport companies, service providers and utility companies, shops, hospitals, banks, etc. As a result, it is impossible to avoid organizations when it comes to public life. Organizational culture is formed through repeated interactions between members of the organization, bringing together the beliefs and values of individuals who compose it. Organizational culture exists regardless of organization, it „ties the organization” to a chain of tacit meanings, which offers specific

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meanings of all human activities and organizational processes. One of the most important factors in building organizational culture is due to peculiarities of interactions between employees and quality of organizational communication. The impact of an organization culture is crucial when it comes to its members' work motivation. The organization is said to meet a series of human needs: affiliation (explained by the fact that members receive affection from colleagues), psychosocial comfort, social recognition, achievement. Motivation for work generates attitudes toward work. It must be developed to enable managers of organizations to change attitudes toward work and performance.

## 2. Research Methodology

### 2.1. Objectives

Diagnosis of organizational culture in a state university in Romania; diagnosis of work motivation for teachers from a state university in Romania; the relationships between the variables studied. The present research is meant to highlight the following aspects: motivational structures that characterize the university teaching staff (captured by ESA questionnaire, Form A); the extent to which work satisfies the employees' motivations (ESA questionnaire, form B); the motivational climate expected by the employees in future (ESA Questionnaire, Form C); perception of organizational culture in university (existing culture); the organizational culture that employees want in university (desired culture); the relationship between age / academic degree and motivational structures / organizational culture; the way in which a particular type of motivation is associated with a certain perception of organizational culture.

### 2.2. Description of research sample

The research sample consisted of 102 teachers from a state university in Romania. The average age of the subjects is 34.18 years (standard deviation 7.10), minimum age of 25 years and maximum age of 57 years. In terms of genre, female subjects were prevalent (75.5%). Distribution of subjects by gender variable is illustrated by the frequency table below (Table 1). In terms of academic degree, we obtained the following distribution: junior assistant 11,8%, assistant 34,3%, lecturer 24,5%, associate professor 14.7%, professor 14.7%.

### 2.3. Methods

The *psychometric method* was used to achieve the research. *ESA Questionnaire* was used to assess motivational structures at the workplace (Ciucurel, 1996). It is an elaborated questionnaire developed from Schein's classification and the expectancy theory developed by Vroom. *ESA Questionnaire* comprises three sections. *Section A* seeks to capture the types of motivation at the workplace - what motivates employees, what they want to have (salary, allowances and bonuses, profit sharing, close relationships between team members, competent and understanding seniors; recognition of personal competence, professional development opportunities, promotion opportunities). There are 21 items, whose scores are calculated on three scales: economic motivation, social motivation and self-motivation. *Section B* captures the characteristics of the workplace (*valence*), stating the extent to which current conditions of employment meet the employees' needs. *Section C* assesses the extent to which employees expect their working place to satisfy future necessities and desires (instrumentality). Applied to a group of 100 subjects (general population) there were obtained the following Alpha Crombach internal consistency coefficients (factors): E = 0.635, S = 0.678, A = 0.670. Alpha Crombach coefficient throughout the questionnaire was  $n=0.720$ , and on both sides of the questionnaire (split-half method) it was  $n=0.695$  and  $n=0.712$  respectively.

*Diagnosing organizational culture* questionnaire (Harrison & Stokes, 1972) was used to assess the organizational culture. It assesses the existing culture of the organization to which the subjects belong, and the culture they prefer on the other hand. The instructions of the test explicitly require the subjects to think of the top management of the organization. Scores for four types of culture are being calculated according to the responses to the questionnaire: *power, role, and task* and *support* culture. A high score for one culture indicates that it is more pronounced in the organization or satisfies the respondents' preferences completely.

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