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THE IMPACT OF ORGANIZATIONAL CULTURE ON EMPLOYEE MOTIVATION AND ITS ECONOMIC IMPLICATIONS FOR BUSINESS PERFORMANCE

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Abstract. There are many factors that motivate employees in an enterprise. The main thing is to be able to provide these factors. Therefore, in this research, organizational culture is considered as one of the factors that affect motivation. In other words, this work aims to determine how organizational culture affects employee motivation. In this way, by connecting the two elements, the main theme of the study emerges. A review of the published literature on this research topic was conducted and although it was known during the review that many studies have been conducted related to organizations, organizational structure, motivation, organizational structure and motivation, during the screening it was observed that no studies have been conducted on the impact of employee motivation on organizational culture. The purpose of this research work prepared in this context is to determine the relationship between the organizational culture of an enterprise and the motivation levels of employees. In other words, the research work aims to determine the relationship between the organizational culture of an enterprise and the motivation levels of employees. To achieve this goal, it was necessary to collect the necessary data using effective methods and conduct statistical analysis on this

data. A survey of employees of enterprises working in the food industry was used to collect the necessary data. The SPSS 17 statistical program was used to analyze the data collected through the survey and find solutions to the research questions. In particular, cross-table analysis, frequency distribution analysis, reliability analysis, correlation analysis, regression analysis, T test and Anova analysis were performed within this program. As a result of the research, it was found that there is a positive and moderate relationship between the organizational culture and the motivation levels of employees. In addition, it was found that organizational culture affects employee motivation to a certain extent and that there are other factors that affect this situation.

Keywords: organizational culture, motivation, employee, organization, organizational structure, statistical analysis, relationship.

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ҰЙЫМДЫҚ МӘДЕНИЕТТІҢ ҚЫЗМЕТКЕРЛЕР МОТИВАЦИЯСЫНА ӘСЕРІ ЖӘНЕ БИЗНЕСТІҢ НӘТИЖЕЛІЛІГІ ҮШІН ЭКОНОМИКАЛЫҚ САЛДАРЫ

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Аннотация. Бір кәсіпорындағы қызметкерлерді ынталандыратын көптеген факторлар бар. Ең бастысы – осы факторларды қамтамасыз ете білу керек. Сондықтан бұл зерттеу жұмысында ұйымдық мәдениет, мотивацияға әсер ететін факторлардың бірі ретінде қарастырылады. Басқаша айтқанда, бұл жұмыс ұйымдық мәдениеттің қызметкерлердің мотивациясына қалай әсер ететіндігін анықтауға бағытталады. Осылайша екі элементті байланыстыру арқылы зерттеудің негізгі тақырыбы пайда болады. Бұл зерттеу тақырыбы бойынша жарияланған әдебиеттерге шолу жасалды және шолу барысында ұйымдармен, ұйымдардың құрылымымен, мотивациямен, ұйымдастырушылық құрылымымен байланысты көптеген зерттеулер жүргізілгендігі белгілі болса да, скрининг барысында қызметкерлердің мотивациясының ұйымдық мәдениетке әсері туралы ешқандай зерттеу жүргізілмегендігі байқалды.

Осы тұрғыда дайындалған бұл зерттеу жұмысының мақсаты – кәсіпорынның ұйымдық мәдениеті мен қызметкерлердің мотивация деңгейлері арасындағы байланысты анықтау. Басқаша айтқанда зерттеу жұмысы бір кәсіпорындағы ұйымдық мәдениет пен қызметкерлердің мотивация деңгейлері арасындағы байланысты анықтауға бағытталған. Осы мақсатқа жету үшін қажетті деректерді тиімді әдістермен жинау және ол деректер бойынша статистикалық талдау жасау міндетті болып табылды. Қажетті деректерді жинау үшін тамақ өнеркәсібінде жұмыс істейтін кәсіпорын қызметкерлеріне қатысты сауалнама қолданылды. Сауалнама арқылы жиналған мәліметтерді талдау және зерттеуде қойылған сұрақтардың шешімін табу үшін SPSS 17 статистикалық бағдарламасы қолданылды. Атап айтқанда, бұл бағдарламаның ішіндегі кросс-кестелік талдау (Cross Table Analysis), жиіліктің таралуын талдау (Frequency Distribution Analysis), сенімділікті талдау (Reliability Analysis), корреляциялық талдау (Correlation Analysis), регрессиялық талдау (Regression Analysis), Т тесті (T Test) және Анова талдауы (Anova Analysis) жасалды. Зерттеу нәтижесінде ұйымдық мәдениет пен қызметкерлердің мотивация деңгейлері арасында оң және орташа дәрежеде байланыс бар екендігі анықталды. Сонымен қатар, қызметкерлердің мотивациясына белгілі бір дәрежеде ұйымдық мәдениеттің әсер ететіндігі және осы жағдайға әсер ететін басқа да факторлардың бар екендігі анықталды.

Түйін сөздер: ұйымдық мәдениет, мотивация, қызметкер, ұйым, ұйымдық құрылым, статистикалық талдау, қатынас.

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ВЛИЯНИЕ ОРГАНИЗАЦИОННОЙ КУЛЬТУРЫ НА МОТИВАЦИЮ СОТРУДНИКОВ И ЕЕ ЭКОНОМИЧЕСКИЕ ПОСЛЕДСТВИЯ ДЛЯ ЭФФЕКТИВНОСТИ БИЗНЕСА

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Аннотация. Существует множество факторов, мотивирующих сотрудников компании. Самое главное — иметь возможность предоставить эти факторы. Поэтому в данном исследовании организационная культура рассматривается

как один из факторов, влияющих на мотивацию. Другими словами, данная работа направлена на определение того, как организационная культура влияет на мотивацию сотрудников. Таким образом, путем соединения двух элементов возникает основная тема исследования. Был проведен обзор опубликованной литературы по данной теме исследования, и хотя было обнаружено, что существует множество исследований, связанных с организациями, организационной структурой, мотивацией, во время скрининга было отмечено, что не было проведено ни одного исследования о влиянии мотивации сотрудников на организационную культуру. Целью данной исследовательской работы, подготовленной в этом контексте, является определение взаимосвязи между организационной культурой предприятия и уровнями мотивации сотрудников. Другими словами, исследование направлено на выявление взаимосвязи между организационной культурой и уровнем мотивации сотрудников на конкретном предприятии. Для достижения этой цели необходимо было собрать необходимые данные с использованием эффективных методов и провести статистический анализ этих данных. Для сбора необходимых данных был проведен опрос работников предприятий пищевой промышленности. Для анализа данных, собранных в ходе опроса, и поиска ответов на вопросы исследования использовалась статистическая программа SPSS 17. В частности, эта программа включает в себя перекрестный анализ таблиц (Cross Table Analysis), анализ распределения частот (Frequency Distribution Analysis), анализ надежности (Reliability Analysis), корреляционный анализ (Correlation Analysis), регрессионный анализ (Regression Analysis), Т тест (T Test) и дисперсионный анализ (Anova Analysis) были выполнены. Исследование показало, что существует положительная и умеренная связь между организационной культурой и уровнем мотивации сотрудников. Кроме того, было установлено, что мотивация сотрудников в определенной степени зависит от организационной культуры, а также что существуют и другие факторы, влияющие на эту ситуацию.

Ключевые слова: организационная культура, мотивация, сотрудник, организация, организационная структура, статистический анализ, отношения.

Introduction. The changing and developing world situation has led to the emergence of various theories about the relationship between organizational culture and motivation. While in the pre-globalization period, it was believed that a person has only a material connection with the organization, with the increase in globalization, it has been discovered that a person has an emotional connection to the organization beyond the physical dimension, and the main focus has been on studying the emotional connection of this person to the organization (Grojean, et al., 2004). Many studies have been conducted and theories have been developed in this direction.

In the understanding of modern management, sustainable competitive advantage is called one of the main elements of strategic planning. It is directly related to the

competitiveness, efficiency and productivity of the enterprise (Sánchez-Báez et al., 2020). Therefore, in order for the enterprise to operate effectively and productively and achieve its goals, employees must also perform their work effectively and qualitatively. For this, the employee must be motivated.

A person's motivation must be provided both from within the person and from the company (externally). And the power to provide this two-way (internal and external) motivation is in the hands of managers in the company (Chen & Cuervo, 2022). By using this power, when employees are motivated with the right methods and the necessary tools, increased efficiency and productivity are ensured.

There are many factors that motivate employees in an enterprise. The main thing is to be able to provide these factors. Therefore, in this research, organizational culture is considered as one of the factors that affect motivation. In other words, this work aims to determine how organizational culture affects employee motivation. Thus, by connecting the two elements, the main topic of the study emerges.

Today, the impact of organizational culture on employees is assessed in various ways from the perspective of labor relations (Ahmady, et al., 2016; Marreiros, et al., 2023). One of them is the impact of organizational culture on employee motivation. Today, the level of relations considered in the literature on the work of enterprises and in the management of the organization is the interaction of motivation and culture. Since employees cannot be considered as subjects independent of their emotions, organizations that understand that job satisfaction is not limited to financial gains have begun to consider the phenomenon of organizational culture, which is formed and constantly evolving within their structures, as a process that can generate motivation (Aggarwal, 2024; Akiner, et al., 2024). Feelings such as appreciation, motivation, and feeling valued are also important factors, as are financial issues (Sharma & Aparicio, 2022). Therefore, in order to use the workforce effectively, it must be constantly developed and motivated. For this reason, quality processes related to employee motivation are increasingly coming to the fore. The most important of these quality processes is the improvement of the physical and non-physical environment of employees within the framework of organizational goals (Bortolotti, et al., 2024; Kim et al., 2024).

The main reason for linking motivation with organizational culture is that motivation begins with a motive that arises in human psychology, and this motive leads to behavior and action (Lin et al., 2024). Another factor that determines human behavior is culture, and any organization has its own culture (Van Den Berg & Wilderon, 2004). If we summarize these circumstances, an employee cannot be independent of the organizational culture of the enterprise in which he works. A person's perception and behavior are determined in accordance with that organizational culture. Therefore, if motivation is the result of the transformation of motive into behavior, then organizational culture also plays a role here. This research work is organized to verify and prove this idea.

In this context, a review of the published literature on the topic of the study was conducted, and although it was known during the review that many studies

were conducted related to organizations, organizational structure, motivation, organizational structure and motivation, it was observed during the screening that no study was conducted on the impact of employee motivation on organizational culture.

In this regard, in many countries, scientific research on the concepts of organizational culture and motivation has been conducted and is still being conducted. However, this does not apply to Kazakhstan. There are very few local scientific studies on the concept of motivation, they are only trying to learn and study it from foreign sources. The concept of organizational culture is very new and is just beginning to be learned.

Motivation, although it appeared conceptually in the 1950s, has also been developed to explain human behavior and the factors influencing these behaviors with changes in organizational structures. Early studies on motivational theories focused on the physiological needs of employees, but rapid changes in environmental conditions have shown that this is not enough (Chen & Cuervo, 2022; Ghaleb, 2024). As a result of experiments and studies conducted by subsequent researchers, it was found that a person is a psychological being. In addition, many studies in recent years have shown that there is a strong connection and relationship between organizational culture and motivation (Lin et al., 2024). Therefore, studying employee behavior and motivating them to meet their needs is one of the most important issues facing modern organizations.

The concept of organizational culture entered the American academic literature in 1979 with Pettigrew's article "On the Study of Organizational Culture", published in the journal "Quarterly Administrative Science". However, before that, the concept of organizational culture was included in the book "Institutional Culture" written by Silverzweig and Allen in Europe in 1976 (Muller, 2004; Wziątek-Staško, et al., 2020). Therefore, it can be said that the concept of organizational culture was studied for the first time in these works. In this regard, Suellen and Coote called organizational culture "a set of values that help employees understand what actions can and cannot be taken" (Suellen & Coote, 2014). Therefore, organizational culture can be compared to unwritten rules and customs for employees.

In this context, this research work also determines which variables are most relevant to the factors that make people adapt to the organization, how job satisfaction is achieved, and which motivation concept is used in practice. Therefore, the purpose of the study is to determine the relationship between the organizational culture of the enterprise and the motivation levels of employees. In other words, the research work aims to determine the relationship between the organizational culture of an enterprise and the motivation levels of employees. To achieve this goal, it was necessary to collect the necessary data using effective methods and conduct statistical analysis on this data.

A survey was used to collect the necessary data for employees working in the food industry. The survey consists of measures designed to measure the motivation level of employees and determine the organizational culture of the enterprise. In addition,

- Work experience,
- Department,
- Income.
- Variables related to the level of motivation:
 - Work Content: variables that measure employees' feelings about the type of work.
 - Salary (Payment): variables to measure employees' satisfaction with their salaries.
 - Promotion opportunities offered by the organization to employees.
 - Recognition: feedback on employees' achievements and work.
 - Working Conditions: the opportunity to join the internal community in the organization and build relationships with them.
 - Benefits: benefits offered by the organization to employees regarding retirement, leave and health.
 - Personality: employees' feelings about their work.
 - Leadership and Supervision: the degree of satisfaction of employees with their managers.
 - General: the satisfaction of employees with the entire organization and their consideration of alternatives.
- Variables related to the types of organizational culture:
 - Variables to measure the level of cooperation of the organizational culture.
 - Variables to measure the level of socialization of the organizational culture.

To obtain the necessary data, a questionnaire was used for employees of an enterprise working in the food industry. Before conducting the survey, a pilot study was conducted with a group of 10 people of different levels in order to determine whether the questions in the survey were understood or not. The survey was supplemented with feedback from group members. The survey consisted of measures designed to measure the level of motivation of employees and determine the organizational culture of the enterprise. In addition, questions about the demographic characteristics of employees were included in the survey as indirect factors. To measure the motivational levels of employees, a nine-dimensional scale of motivation developed by Dibia, based on the motivators and hygiene factors of Herzberg's Two-Factor Theory, was used. To determine the organizational culture of the enterprise where the surveyed employees work, a scale of questions aimed at measuring the socialization and cooperation dimensions of organizational culture developed by Goffey and Jones was used. Therefore, the data for this study were collected in 2024 at enterprise Turan through face-to-face interviews. The SPSS 22 statistical program was used to analyze the data collected through the survey and find answers to the research questions.

The main hypothesis of the study was formulated in accordance with the research objectives:

H_0 = There is no positive relationship between the organizational culture of enterprise Turan and the motivation levels of its employees.

H_1 = There is a positive relationship between the organizational culture of enterprise Turan and the motivation levels of its employees.

Before testing the hypotheses of the study, reliability was measured using the Alpha coefficient (Cronbach's Alpha). Frequency distributions were used in the conclusions regarding demographic variables. As a result, frequency distributions and mean values of demographic characteristics of people participating in the survey were examined. Correlation analyses were used in the study to determine the severity of the relationship between variables.

The main population of the study, due to time saving and accessibility, consists of employees working in enterprise Turan, a local enterprise in Turkestan with a workforce of 565 in 2024. Here, in cases where it is impossible to determine the sampling frame, that is, a list that includes all people targeted for the study and / or resources are limited, it is necessary to work with non-random sampling (Van Den Berg & Wilderon, 2004). Therefore, due to the large size of the main population, limited time and costs, the "convenience sampling" method was chosen from among the non-random sampling methods.

In summary, the selected population of the study was conducted using simple random sampling. Data were collected through questionnaires. Our research was conducted at enterprise Turan, which provides 83% of the consumption of bread, pies, flour products and confectionery in Turkestan. In order to measure the level of motivation of employees at enterprise Turan and their attitude to organizational culture and to determine the relationship between these two variables, questions were asked to employees through a questionnaire. A total of 450 service questionnaires were distributed, and 359 valid questionnaires were collected from the 419 returned questionnaires, after excluding invalid and incomplete responses.

Results and Discussion

In this part of the study, we tried to measure the minimum, maximum and average values of the motivation level of the subjects who participated in the survey. In addition, the level of motivation was also determined based on the level of motivation. The average scores of the subjects' answers to the motivational questions were also measured and the standard deviation was calculated. As a continuation of this part of the study, the motivation levels determined is displayed using a contrastive table analysis depending on the demographic characteristics of the subjects participating in the survey.

To measure the motivation level of the employees of enterprise Turan, a total score was calculated for each subject based on the scores of the answers to the 36 questions. Accordingly, the minimum score that each subject could answer to the 36 questions was 36, and the maximum score was 180. Here, due to the quality of the question scale, values close to 36 indicate low motivation, and values close to 180 indicate high motivation. Therefore, it was assumed that the scores of 359 subjects would be distributed at equally spaced heights. Therefore, when measuring the minimum, maximum, and average values of the motivation level of employees of enterprise Turan who participated in the survey, the scores of 359 respondents were distributed equally in the same interval (see Table 1).

Table 1. Motivation height and frequency in relation to motivational level

Motivational level	Motivational height	The meaning of motivational height	Frequency	Share (%)
36-64	1	Very low	0	0,0
65-93	2	Low	37	10,3
94-122	3	Average	178	49,6
123-151	4	High	139	38,7
152-180	5	Very high	5	1,4
All of them			359	100,0

If we analyze Table 1, since the motivation level of 178 employees, which constitutes 49.6% of the participants and at the same time constitutes the highest percentage, is 94-122, the motivation of these employees seems to be “average”. 139 employees, that is, 38.7% of the subjects, constitute more than a third of all participants, and the motivation of these employees can be called “high”. This is because the motivation level is in the range of 123-151. There are 5 people with a very high level of motivation, they have a motivation level of 152-180, and these people constitute only 1.3%, which is a very small number. The number of low-motivated employees was 37 with a motivation level of 65-93, and this number constitutes 10.3% of the subjects. There were no very low-motivated people among the subjects. In this regard, if we analyze the data related to the level and height of motivation identified in Table 2 and its frequency, we obtain the descriptive statistics related to the level of motivation shown in the table below (see Table 2).

Table 2. Descriptive statistics regarding motivation level

	Number of participants	Minimum level	Maximum level	Average	Standard deviation	The variance
Motivational level	359	68	165	117,2674	17,94563	322,046

As can be seen from Table 2, the minimum level of motivation of the employees who participated in the survey was 68, and the maximum level was 165. The distance between the maximum and minimum levels was 97. The average level of motivation of all participants was 117.2674, and the standard deviation was calculated as 17.94563.

Tabular analysis of motivation levels in this part of the study in relation to some demographic variables (gender, education) is shown below (see Table 3). However, in order to make the distribution of the cross table clearer, the calculated level of motivation was used for the analysis.

Table 3. Cross table distribution of motivational height by gender

		Motivational height				Total
		Low 65-93	Medium 94-122	High 123-151	Very high 152-180	
Gender	Male	10	75	60	3	148
	Female	27	103	79	2	211
All of them		37	178	139	5	359

As can be seen from Table 3, since there are more female workers than male workers in enterprise Turan, there are more women than men among the subjects. Despite this situation, it seems that 103 employees (48.8% of female subjects) and 75 employees (50.7% of male subjects) have average motivation. Another similar situation is that 79 employees (37.4% of female subjects) and 60 employees (40.5% of male subjects) have high motivation. This situation indicates that the motivation levels of men and women are similar. T-test analysis was used to statistically test these results (see Table 4).

Table 4. T-test results regarding gender differences in motivational levels

		Levene's Test for Equality of Variances						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference
Motivational level	Equal variances assumed	,639	,425	1,487	357	,138	2,85590	1,92088
	Equal variances not assumed			1,502	327,735	,134	2,85590	1,90103

According to the table above, the Sig. (2-tailed) value is higher than 0.05, so the hypothesis H_0 is accepted and the hypothesis H_1 is rejected. As a result, there is no difference between the motivation levels of male and female employees who participated in the survey.

The results of the one-way ANOVA test to test whether there is a difference in the average motivation level between the education levels of the subjects and the results of the one-way ANOVA test to determine the education level of the subjects are shown in Table 5. The reason for adding the “other” option used in the survey responses to determine the education level of the subjects is that there are workers in our country who have graduated from high school and attend short-term vocational courses or secondary specialized school programs without studying at a higher educational institution. Therefore, among the respondents, those who marked “other” to the question about “Education level” are employees who have attended individual vocational training courses.

Table 5. Cross table distribution of motivational height by education

		Motivational height				Total
		Low 65-93	Medium 94-122	High 123-151	Very high 152-180	
Education	Elementary School	3	0	0	0	3
	High School	11	37	18	0	66
	Professional	9	64	66	3	142
	College	0	2	3	0	5
	Higher	14	66	47	0	127
	Postgraduate	0	6	3	0	9
	Other	0	3	2	2	7
All of them		37	178	139	5	359

As shown in Table 5, 100.0% of primary school graduates have low motivation, 56.1% of secondary school graduates have medium motivation, and 45.1% of vocational school graduates have medium motivation and 46.5% have low motivation. The number of participants who graduated from colleges is 5, and 60% of these people have high motivation, and the remaining 40% have medium motivation. Among the employees of enterprise Turan who participated in the survey, 66 out of 127 university graduates have medium motivation, and this number is 52% of university graduates. Also, as shown in the table, the number of employees with very high motivation is 5, and 60% of them are school graduates, and the remaining 40% are employees who have attended individual vocational training courses (other).

To statistically test whether there was a difference in the average levels of motivation between the educational levels of employees, a one-way Anova test was used, and to determine the reliability of the results of this one-way Anova test, Descriptives and Test of Homogeneity of Variances methods were performed (see Table 6).

Table 6. Analysis of the mean and standard deviation of motivation levels by education

	Sample size	Average	Standard deviation	Standard error	Minimum level	Maximum level
Elementary School	3	83.6667	6.65833	3.84419	76.00	88.00
High School	66	111.6364	17.97317	2.21234	68.00	149.00
Professional	142	121.5986	17.78000	1.49206	76.00	165.00
College	5	126.4000	11.63185	5.20192	111.00	142.00
Higher	127	115.2756	16.75911	1.48713	78.00	149.00
Postgraduate	9	116.3333	13.37909	4.45970	97.00	135.00
Other	7	127.7143	20.13880	7.61175	94.00	152.00
All of them	359	117.2674	17.94563	.94713	68.00	165.00

Table 6 shows the average motivation level, standard deviation, maximum and minimum values of the selected group according to the level of education. It can also be seen that a total of 359 subjects were included.

Table 7. Testing the homogeneity of the average variance of motivation level by education

Levene Statistic	df1	df2	Sig.
1,011	6	352	5,418

Table 7 shows the “Sig.” value (0.418) shown in Table 7 is greater than 0.05, the variances can be called homogeneous. Thus, since the main assumption of the analysis of variance has been established, the results obtained from the analysis of variance can be said to be reliable. The results of the Anova test according to the determined data were as follows.

Table 8. Analysis of variance of motivation level by education

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	9836,287	6	1639,381	5,472	,000
Within Groups	105456,042	352	299,591		
Total	115292,329	358			

The Anova test in Table 8 tests whether there is a difference in the motivation levels of the employees participating in the study depending on their educational levels. Since the “Sig.” value (0.000) is less than 0.05, the H_0 hypothesis is not accepted. Therefore, there is a difference in the motivation levels according to the level of education and the level of education has a strong impact on the way employees are motivated, therefore, it can be said that the importance of hiring educated, that is, highly educated personnel is reflected in this result.

Then, using the results obtained by the research method, we determined the organizational culture of enterprise Turan. As mentioned earlier, the type of organizational culture is determined according to the dimensions of socialization and cooperation according to the Double S model. The sample group participating in the study answered 23 questions, of which 11 were related to the cooperation dimension, 11 to the socialization dimension, and 1 to the general one. Thus, the total score of the answers received from the respondents revealed the dimensions of cooperation and socialization. For example, the highest score that can be obtained from 12 questions regarding the cooperation dimension is 60, and the lowest is 12. However, in order to understand whether the cooperation dimension is higher or lower than this score, the average cut-off score was determined as 36 and 37. In other words, if the score value is higher than 36, the dimension is determined as high, or if it is lower than 37, the dimension is determined as low. This was true for both dimensions. The emergence of organizational culture according to the dimensions of cooperation and socialization can be shown as follows (see Table 9).

Table 9. Types of organizational culture according to the dimensions of cooperation and socialization

Cooperation scale	Socialization scale	Type of organizational culture
Low	Low	Segmented
Low	High	Network
High	Low	Commercial
High	High	Social

The frequency distribution of organizational culture types, derived from the evaluation values given to questions related to organizational culture types by the 359 participants who made up the sample group in the study, was determined as follows (see Table 10).

Table 10. Frequency distribution of types of organizational culture

Type of organizational culture	Frequency	Share (%)	Liquidity share (%)	Cumulative share (%)
Segmented	34	9,5	9,5	9,5
Network	27	7,5	7,5	17,0
Commercial	24	6,7	6,7	23,7
Social	274	76,3	76,3	100,0
Total	359	100,0	100,0	

As can be seen from Table 10, based on the evaluation of the responses of 274 participants, which constitutes 76.3% of the sample group, the type of organizational culture of enterprise Turan was determined as “Social”. In determining the type of organizational culture of enterprise Turan as “Social”, it is important to study the differences between the independent variables, which are the socio-demographic and institutional characteristics of the selected sample group. In this regard, the first cross-tabular analysis was conducted on how the organizational culture in the enterprise varies depending on the gender of employees. After that, the independent variable T-test analysis was performed (see Table 11).

Table 11. Cross table analysis of the distribution of organizational culture types by gender

		Type of organizational culture				Total
		Segmented	Commercial	Network	Social	
Gender	Male	14	9	8	117	148
		9.5%	6.1%	5.4%	79.1%	100.0%
	Female	20	18	16	157	211
		9.5%	8.5%	7.6%	74.4%	100.0%
All of them		34	27	24	274	359
		9.5%	7.5%	6.7%	76.3%	100.0%

As can be seen from Table 11, there are significantly more women than men among the employees who make up the sample group. Despite this, the proportion of participants who indicated the “Social” organizational culture type in the table is very similar for men and women. For example, 79.1% of 148 male employees and 74.4% of 211 female employees have the “Social” organizational culture type. Therefore, it is clear that the “Social” organizational culture type is more pronounced in enterprise Turan, both among men and among women. Now, differential tests were used to statistically prove the above cases. For this study, the independent variable T-test was used. This is because the independent variable (gender) of our sample group is only 2 (see Table 12).

Table 12. Independent Sample T-Test Regarding Gender Variation in Organizational Culture

		t-test for Equality of Means				
		t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference
Type of organizational culture	Equal variances assumed	.675	357	.500	.07135	.10575
	Equal variances not assumed	.678	321.468	.498	.07135	.10528

Since the value of “Sig.” (0.500) shown in Table 12 is greater than 0.05, the hypothesis H_0 is accepted. Therefore, it can be said that the organizational culture in enterprise Turan does not change with respect to male and female employees.

At the end of the research, the relationship between the level of motivation and organizational culture of employees at enterprise Turan, which formed the sample group of the study, was examined. This analysis is the main goal of our study. The object of our study is enterprise Turan, which has a “Social” organizational culture, and 49.6% of employees at enterprise Turan have medium motivation and 38.7% have high motivation. In this regard, in order to determine the relationship between the type of organizational culture and the motivation levels of employees at enterprise Turan, the results of the analysis of organizational culture and motivation levels were combined and a new contrastive tabular analysis was conducted (see Table 13).

Table 13. Cross table analysis of the distribution of motivation levels according to organizational culture type

		Height (level) of motivation				Total
		Low 65-93	Average 94-122	High 123-151	Very high 152-180	
Type of organizational culture	Segmented	14	20	0	0	34
		41,2 %	58,8 %	0,0 %	0,0 %	100,0 %
		37,8 %	11,2 %	0,0 %	0,0 %	9,5 %
	Commercial	4	20	3	0	27
		14,8 %	74,1 %	11,1 %	0,0 %	100,0 %
		10,8 %	11,2 %	2,2 %	0,0 %	7,5 %
	Network	4	15	5	0	24
		16,7 %	62,5 %	20,8 %	0,0 %	100,0 %
		10,8 %	8,4 %	3,6 %	0,0 %	6,7 %
	Social	15	123	131	5	274
		5,5 %	44,9 %	47,8 %	1,8 %	100,0 %
		40,5 %	69,1 %	94,2 %	100,0 %	76,3 %
All of them	37	178	139	5	359	
	10,3 %	49,6 %	38,7 %	1,4 %	100,0 %	
	100,0 %	100,0 %	100,0 %	100,0 %	100,0 %	

As can be seen from the contrast table analysis in Table 13, while 100.0% of highly motivated employees perceive organizational culture as “Social”, 94.2% of highly motivated employees perceive organizational culture as “Social”. In addition,

subjects with a “Segmented” organizational culture consist only of low and medium-level motivated employees. Thus, according to the results of contrast table analysis, it was observed that as the dimensions of cooperation and socialization increase, the level of motivation also increases. According to the Double S model developed by Goffee and Jones, the organizational culture of the enterprise is determined by the dimensions of “cooperation” and “socialization” among employees. Since these variables have a normal distribution, we tried to determine the relationship between the dimension of cooperation and the level of motivation of employees, as well as the dimension of socialization and the level of motivation of employees, through correlation analysis. Here, the relationship between two continuous variables was examined using the Pearson correlation coefficient method (see Table 14).

Table 14. Correlation analysis between the dimension of cooperation and the level of motivation

		Cooperation	Motivational level
Cooperation	Pearson Correlation	1	.596**
	Sig. (2-tailed)		.000
Motivational level	Pearson Correlation	.596**	1
	Sig. (2-tailed)	.000	

** . Correlation is significant at the 0.01 level (2-tailed).

As shown in the correlation table, the Pearson correlation coefficient between the two variables was 0.596. This result indicates that there is a moderate positive correlation between the Collaboration dimension and the level of motivation. It also indicates that this relationship is significant at the 99.0% confidence level (see Table 15).

Table 15. Correlation analysis between socialization dimension and motivation level

		Socialization	Motivational level
Socialization	Pearson Correlation	1	.473**
	Sig. (2-tailed)		.000
Motivational level	Pearson Correlation	.473**	1
	Sig. (2-tailed)	.000	

** . Correlation is significant at the 0.01 level (2-tailed).

As shown in the correlation table, the Pearson correlation coefficient between the two variables was 0.473. This result indicates that there is a moderate positive correlation between the Socialization dimension and the level of motivation. In addition, this relationship is significant at the 99.0% confidence level. Thus, it was determined that there is a positive and significant correlation between the level of motivation of the employees of enterprise Turan, which constitutes the sample group of the research work, and the dimensions of Cooperation and Socialization. However, the dimension of Cooperation seems to have a stronger relationship with the level of motivation than the dimension of Socialization. In this case, it can be said that the main hypothesis of the study was also tested. That is, since it was verified that

there is a positive correlation between the level of motivation and the dimensions of organizational culture, hypothesis H₁ is accepted.

Conclusion

From an economic perspective, this study highlights the crucial role of organizational culture in motivating employees, which is central to the productivity and success of businesses in today's competitive and fast-paced global economy. The research sheds light on how a company's culture—shaped by its values, norms, and social dynamics—directly influences employee motivation and, in turn, organizational performance. The findings underscore that motivation is not just about external rewards such as salary but is also deeply tied to an organization's culture, including how employees feel valued, appreciated, and connected to the company's goals.

As businesses operate in a world marked by globalization, maintaining a sustainable competitive advantage is more challenging than ever. To stay competitive, organizations must maximize the potential of their employees. This study reveals that employees are not just driven by the financial benefits they receive but also by the emotional connection they have with their organization's culture. When employees feel that they are part of a supportive and collaborative environment, their motivation increases, leading to better performance and higher productivity. From an economic standpoint, this is important because motivated employees contribute to more efficient work processes, fewer errors, lower turnover rates, and higher levels of innovation—all factors that enhance a company's bottom line.

Moreover, this research confirms that organizational culture is a key factor that can drive employee engagement. In businesses that foster a positive culture, employees are more likely to feel motivated, which results in greater job satisfaction and a stronger commitment to organizational goals. The economic implications of these findings are profound: a motivated workforce translates into higher operational efficiency and can even be a source of competitive advantage. By creating a culture that supports both intrinsic and extrinsic motivation, companies can boost their overall performance, reduce costs associated with turnover, and increase the long-term sustainability of their workforce.

The study also illustrates the significant role of management in shaping both organizational culture and motivation. Managers, as economic decision-makers, have the power to implement practices that enhance employee satisfaction, whether through improving working conditions, offering career development opportunities, or ensuring fair recognition of employees' efforts. These practices are not just about making employees feel good—they are strategic moves that can lead to improved productivity, better quality of work, and increased organizational efficiency. In economic terms, investing in the development of a motivating culture can be seen as a form of capital investment in human resources that yields long-term returns.

The research methodology, including the use of surveys and statistical analyses, strengthens the credibility of these findings. By using established frameworks such as Herzberg's Two-Factor Theory and Goffey and Jones' cultural scales, the study

provides a clear picture of how organizational culture and employee motivation are interrelated. This approach not only offers valuable insights into the specific case of enterprise Turan but also contributes to the broader understanding of how organizational culture affects employee motivation across industries.

The findings are especially relevant in the context of Kazakhstan, where the concept of organizational culture is still emerging. This research serves as a foundation for further studies in the region, encouraging local businesses to explore the role of culture in motivating their workforce. Given that motivation and organizational culture are relatively new fields of study in Kazakhstan, the research is timely and important, offering both theoretical and practical contributions to the field.

In conclusion, this study highlights that organizational culture is more than just a backdrop to business operations—it is an essential driver of employee motivation and, ultimately, organizational success. By focusing on fostering a culture that values and motivates employees, businesses can achieve higher productivity, lower turnover, and increased competitiveness. This research emphasizes that in the modern economy, the most successful businesses are those that understand the deep connection between their culture and the motivation of their employees. Investing in both is not just good for the workforce; it's a strategic move that benefits the entire organization's economic health.

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