



Assessing the effects of organizational culture on employee motivation: A case of chilanga cement

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Abstract

In order to survive, organizations differentiate themselves by cultures that support and complement what they do. As employees are a key element of any organization, the success or failure of an organization depends on individual employee performance which affects positively or negatively the organization's performance at large. The research was conducted to assess the effects of organizational culture on employee motivation. A sample of 171 respondents were selected and 169 responded indicating a 99% response rate. The mixed methodology research approach was adopted and questionnaires were distributed to respondents at Chilanga Cement Plant in Lusaka. Data was analyzed using the Statistical Package for Social Scientists (SPSS) and observations were made for qualitative aspects. Demographic information indicated that most respondents were male with a frequency of 101 out of 169 representing 59.8% and female with a frequency of 68 out of 169 representing 40.2%. There was a significant relationship between Employee Motivation and the independent variables which are Organization Glue, Organization Leadership, and Reward and Recognition since the F-value of 25.425 is greater than the critical value F from the ANOVA tables at a 5% significance level which 2.60. It is also evident that there is a positive relationship between organizational culture health and the independent variables since the P-value of 0.000 is less than the P-value of 0.05 at a 5% significance level.

Keywords: Organizational culture, motivation, reward and recognition

Introduction

Most organizations and businesses entities aim to be successful in what they do, whether it is production of a good or provision of a service to their customer. These organizations and businesses operate in environments that are highly competitive. In order to survive, organizations differentiate themselves by cultures that support and compliment what they do. As employees are a key element of any organization, the success or failure of an organization depends on individual employee performance which affects positively or negatively the organization's performance at large. Every organization or business entity have their own specific way of conducting their affairs, they have developed norms, beliefs and procedures over time and have different atmospheres and feelings within their local environments, this is what forms organizational culture.

This culture becomes an organization's identity and act as a strong hold. However, for an organization to carry out its basic function in its environment, it requires employees as a major resource to achieve its goals. For employees to be highly productive, there is need to be some form of incentive or motivation to enhance their performance. According to the APA Dictionary of Psychology, it defines motivation as the impetus that gives purpose or direction to behaviour and operates in humans at a conscious or unconscious level. Motivation is an important factor in an organization, it helps in ensuring that the workforce is driven to perform effectively and more productive towards achieving the organization's objectives. As times change, competition amongst organizations and businesses become apparent and the level of employee expectation and needs also change accordingly. As business environment evolves, organizational culture also adapts overtime to cope with such dynamic changes to meet the changes in demand of employee expectations and needs. A highly motivated workforce contributes to a favourable growth of a business. The loyalty of employees relies upon

knowledge and awareness of culture that improves behaviour of organization (Brooks, 2006) [6].

Background

The many cultural characteristics have been arranged in accordance with the attitudes and norms that aid in separating one company from another (Forehand & Von Haller, 1964) [22]. An organization's identity is greatly influenced by culture, which is commonly seen as a set of shared beliefs and values. It improves interactions inside a social system. Through a shared knowledge, behaviour can be shaped. The organization's vision, values, conventions, processes, symbols, language, presumptions, beliefs, and practices are also part of its culture (Needle, 2004). The beliefs and values that have been upheld by a company for a long time and have the capacity to affect employees' attitudes and conduct are referred to as organizational culture (Tsai, 2011). An organization's organizational culture is a social structure that influences how people behave and think. It affects how co-workers communicate and interact at work. Organizational culture has historically been seen as a tool that executives can use to assist their companies adapt to their external circumstances (Panda & Gupta, 2019). Employee performance and self-direction can be enhanced by company culture that is in line with each employee's personal values, goals, and needs. Although this has mostly not been understood, organizational culture has a critical impact in the growth and success of a business as well as having the capacity to increase employee motivation. Simply stated, organizational culture is "the way things are done around here" (Deal & Kennedy, 2000) [19].

The success of any organization or business largely depends on the match between individual employees and the culture of the organization. Any mismatch between these two variables has potential to hinder the organizational productivity and success. Organizational culture is basically

the personality of the organization. The culture of an organization is a unique feature that differentiates it from other organizations. Organizational Culture is one of the most important instruments used to ensure organization's high productivity and success through generating conducive working atmosphere which keep satisfying the different motivational needs of all the employees. This research is aimed at assessing the effects of Organizational Culture on Employee Motivation at Chilanga Cement Zambia Plc – Chilanga.

Statement of the problem

Chilanga operates 2 integrated cement plants situated in Ndola and Lusaka with a total production capacity of 1.5 million tons per annum. It has 300 direct employees who are supported by several hundred more contracted employees who continue to add value to the country's raw materials that lead to the production of a wide range of innovative products including Mphamvu cement, the flagship product (Lafarge, 2021). Chilanga Cement, being an early signatory of the Builders Code, was announced winner for Workplace Culture Champion as a Large-Sized Employer by the British Columbia Builders Code in the year 2020. The company has been acknowledged for ongoing efforts in its operations to implement, maintain, and grow an environment that emphasizes both culture and values. Chilanga Cement continues to conduct annual training for both new hires and existing employees that helps to prevent, recognize, and remedy issues like bullying, harassment, respect in the workplace, and bystander training, which the evidence suggests is a success. The company has seen an increase in women in its workforce year over year (Thomas, 2021).

Despite all the strides that Lafarge has made to ensure a conducive and inclusive workplace for its employees, reviews by current and former employees on a website called indeed highlighted some challenges faced by employees at Chilanga Cement (Indeed, 2021). The following were identified as cons to Chilanga Cement Plc's organizational culture:

- Poor work/Life Balance
- Long working hours
- Poor management communication
- Profit at all costs, focus is more on production at the expense

Organizational culture cannot be described in a way that applies to everyone, but it can be thought of as the glue that holds the organization's members together and gives them a feeling of identity. However, organizational culture is rarely mentioned as a factor affecting an organization's performance or as a tool for employee motivation in most business environments that are characterized and driven by profit maximization. This is because it is challenging to quantify financially how organizational culture affects an organization's financial performance. Organizational culture also lacks a precise definition and measurement because it is not financially quantifiable and has not been used as a factor to be taken into account by many managers, supervisors, and top organizational management when addressing an organization's profitability, employee engagement, and performance (Jones, 2007) ^[28]. Most of the time, management is only concerned with the leading financial indicators and often neglects the influence that other lagging non-financial indicators, such as organizational

culture, have on behaviours, beliefs, value systems, and performance that are crucial to reaching the intended goals. Poor staff performance, demotivated workers, and a high employee turnover have been challenges for firms in this area. Human resource management has been given the task of improving employee performance and motivation, yet they frequently disregard company culture and believe it to have little bearing on both employee motivation and organizational performance (Cascio, 2006) ^[9]. Considering the challenges that Chilanga Cement employees face as highlighted above, Chilanga Cement as a company could be blindsided to employees' plight by focusing on profit maximization strategies and leaving out the key issues that affect employee wellbeing and matters that bordering around employee motivation.

The research gap that the current study fills is as follows;

1. There has not been a measure of how knowledgeable leadership is, concerning positive and negative organizational culture and how it affects employee motivation.
2. There has not been any measure of how seriously culture is taken by leadership as a factor that influences employee motivation
3. There has not been any measure of the level of commitment and willingness by leadership to move from a negative to a positive culture that addresses employee's motivation issues

Therefore, the need for the research: Assessing the effects of organizational culture on employee motivation at Chilanga Cement Zambia Plc.

1. Objectives of the research

Research Objectives

1. To identify the effects of reward and recognition on employee motivation at Chilanga Cement Plc.
2. To assess the effects that organizational leadership has on employee motivation at Chilanga Cement Plc.
3. To assess the effects that organization glue has on employee motivation at Chilanga Cement Plc.
4. To determine ways in which an organization can implement strategies to ensure a positive organizational culture.

2. Significance of the study

To contribute to the existing knowledge with regards to understanding how organizational culture influences the motivation of employees in an organization

To contribute to the knowledge of the awareness of a healthy and unhealthy organizational culture and its effects on employee motivation. The research findings can furnish Lafarge with valuable information on offering incentives that are likely to increase employee wellbeing and motivation to perform better and deliver desired results towards achieving the organization's goals.

Literature review

This section presents both the theoretical and literature pertaining to the study.

1. Theoretical literature

This study was anchored on the following theories: Open Book Management theory and X theory and Y theory.

2. Theories X and Y

With his Theories X and Y, McGregor created a philosophical perspective of humanity in 1960. In that he divided the hierarchy between lower-order needs (Theory X) and higher-order requirements (Theory Y), his work is based on Maslow's hierarchy of needs theory. He argued that while management might use either set of requirements to inspire workers, using Theory Y rather than Theory X would provide superior outcomes. These two competing viewpoints provided a theoretical framework for how people perceive organizational and workplace conduct. According to Theory X presumptions, management's job is to coerce and control workers into performing since: People have an innate dislike of work and will avoid it whenever possible; People must be coerced, controlled, directed, or threatened with punishment in order to get them to achieve the organizational objectives; People prefer to be directed; People do not want responsibility; People have little or no ambition; and Finally, People seek security above all else. According to Theory Y assumptions, management's job is to help employees reach their full potential in order to achieve shared goals. Employees believe that work is as natural as play and rest, that people will exercise self-direction if they are committed to their own goals, that people are committed to goals because of the rewards associated with their achievement, that people learn to accept and seek responsibility, and that people are creative. Intellectual creativity must be properly instilled with cultural norms of individual accountability and responsibility in order to be "programmed" and managed by management programs. Giving commands, using conventional supervisory techniques, or using tight control systems will not result in this kind of intellectual contribution to the company. The creative intellectual effort renders worthless even traditional concepts of production. Management must carefully evaluate the challenges of leading a team that is largely made up of individuals from different cultural backgrounds and whose primary contribution is original thought. (Douglas McGregor's essay, *New Concepts of Management*). Theories X and Y are common examples of organizational culture in terms of management approaches in a company and how management or leadership affects how staff members respond to treatment and, ultimately, how it affects motivation. According to McGregor, employee motivation and organizational performance can be attained through these actions and responses since the contentment and attitudes of the employees have a significant role in shaping their behaviours and responses at work.

3. Open Book Management theory

As (Jack Slack & Burlinham, 2013) ^[26] states "The greatest, most effective, and most profitable way to run a business is to offer every employee a vote in how the business is run and a share in the company's financial performance, whether it is successful or unsuccessful. The management strategy has changed as a result of changes in the organizational and social environment. With open-book management, everyone is encouraged to concentrate on ensuring that the company is profitable. Employees in an open-book organization are aware of the objectives behind their requests to address issues, reduce expenses, cut faults, and improve customer service (Case, 2003) ^[10], highlights that there are three key differences between open-book management and a traditional corporation. Every employee is exposed to and educated on the company's financial information as well as all the other

figures that are essential for monitoring organizational success. Employees also discover that, whatever else they do, moving those numbers in the right direction is part of their job, and thirdly, they have a direct interest in the company's success.

2. Empirical literature

The pattern of values, conventions, beliefs, attitudes, and assumptions that, although they may not have been explicitly stated, determine how people behave and carry out tasks in companies is known as organizational culture. Values are what are considered to be significant in how individuals and organizations act. The unwritten guidelines for customary or accepted behaviour are known as "norms." According to the definition, organizational culture refers to the subjective nature of business operations. It alludes to abstract concepts like ideals and conventions that permeate all or a portion of a business but may not be explicitly stated, openly discussed, or even observed. Nonetheless, culture can have a big impact on how people act. The following are some other definitions of organizational culture:

Organizational culture is a specific set of norms, beliefs, values, and behavioural patterns that determine how people cooperate to achieve group or individual goals (Eldridge & Crombie, 1974) ^[21].

Organizational culture is a specific set of norms, beliefs, values, and behavioural patterns that determine how people cooperate to achieve group or individual goals (Deal & Kennedy, 1982) ^[17, 18]. A set of fundamental beliefs created, discovered, or developed by a particular group as it learns to handle the problems of external adaptation and internal integration and which have demonstrated sufficient effectiveness to be accepted as true and, as a result, passed down to new members as the right perspective on these problems (Schein, 1985). Simply said, culture refers to "the way we do things around here." (Furnham & Gunter, 1993) ^[24].

Organizational culture can be viewed in many ways, it has been defined by different writers and majority of them agree with the concept of culture as it refers to values, underlying assumption, expectations, and definitions that characterize organizations and its employees. According to (Schein, 2010), culture is a set of basic beliefs that are shared by a group as it solves its problems with external adaptation and internal integration. These beliefs have proven to be effective enough to be accepted as true, and as a result, they are taught to new members as the proper perspective, way to think about, and way to feel in relation to those issues. (Denison & Neale, 2008) ^[20], who supported Schein's definition, identified organizational culture as the underlying values, beliefs, and principles that form the basis of an organization's management system, as well as the collection of management practices and behaviours that both illustrate and reinforce those fundamental principles. These principles and practices endure because they have significance for the organization's members, according to (Denison & Neale, 2008) ^[20]. Additionally, it was backed up by the notion that modern businesses now recognize how crucial culture health is to their success. Organizational culture is defined by (Chenot, 2007) ^[11] as "a system of meanings and knowledge that develop into learned standards." Employees could then assess their own behaviour in respect to others' behaviour and, inversely, other people's behaviour in regard to corporate

standards thanks to these newly formed standards. He further clarified that company culture is made up of conventional or historically chosen beliefs, mannerisms, and values. This assumption was also supported by (Cameron & Quinn, 2011)^[8] as culture is a socially constructed attribute of organizations that serves as the social glue binding an organization together. Generally, the above-mentioned authors agreed with the concept of organizational culture as the norms, values, beliefs and assumption that employees share in their organization. (Schein, 2010), indicated that organizational culture is focused on private, public, non-profit organizations and governmental organizations. He continued by saying that anthropology, sociology, social psychology, and cognitive psychology have all been used to understand organizational culture. He divided corporate culture into three layers for analysis: artifacts, professed beliefs and values, and fundamental underlying presumptions. The proclaimed beliefs and values consist of ideas, aims, values, aspirations, ideologies, and rationalizations, which may or may not be in harmony with behaviour and other artifacts. The artifacts include visible and physical structures and processes, observable behaviour, and difficult to interpret artifacts. While the fundamental underlying presumptions are made up of unconscious, assumed-to-be-true ideas and values that govern behaviour, perception, thought, and emotion. He concluded by saying that while any one of them by itself would not make sense, the pattern explains behaviour and the organization's performance in conquering its internal and external obstacles. These refer to the patterns, both visible and invisible, that help us understand the vastly fundamental nature of organizations. These have a significant role in forming the organization. Despite the fact that companies have dynamic natures, these qualities were also found to be helpful in understanding organizational culture.

3. Management style

The way managers interact with others is referred to as their management style. 'Leadership style' is another name for it. Each manager has a unique management style, but this is influenced by the organizational culture, which may result in a dominant management style that represents the behavioural norm for managers that is commonly expected and embraced. The phrase "management style" can also be used to describe the entire strategy a company uses to manage employee interactions. (Purcell & Sisson, 1983), identified five typical styles: authoritarian, paternalistic, consultative, constitutional and opportunist.

4. Leadership style

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Although effective leadership may seem apparent, surprisingly many businesses struggle with this aspect. A successful leader should be approachable, encouraging, and a living example of the organization's principles. In summary, leaders ought to behave morally and serve as role models for their staff.

Although this is difficult, if done correctly, the staff will react favourably.

Zoom's 2020 award serves as an illustration of the advantages of effective leadership. They won the top company award for the happiest employees two years in a row because their founder and CEO Eric Yuan put an emphasis on paying attention to workplace happiness (Comparable, 2020)^[12].

5. Organizational glue

A common goal gives everyone in the workplace more attention and motivation, which leads to a more productive atmosphere. Every worker wants to be a part of something greater than themselves; none of them wants to work on pointless initiatives. The employee's motivation for supporting the company is its purpose. Regarding their purpose in the company and how it fits into the bigger picture, every employee ought to understand why they are there. This does not imply, however, that every employee will work on the same project; rather, a shared goal should transcend departmental and task-specific variances. This fosters connections between individuals who might otherwise be strangers and inspires them to work harder.

6. Accountability and autonomy

The team members should ideally feel autonomous and have a voice. The last thing the organization needs is employees who feel dehumanized and alienated. One of the main components of businesses with fantastic cultures is allowing employees the freedom and chance to take responsibility for their actions. Giving your team members a feeling of responsibility and autonomy demonstrates your recognition of them as conscious individuals with thoughts and feelings.

7. Reward and recognition

Any financial, non-financial, and psychological compensation that a company offers its staff in exchange for the work they do is referred to as a reward system. (Ryan, 2023). The objectives of organization's reward scheme are:

- To assist in achieving the organization's objectives by coordinating staff goals with that of the organization.
- To guarantee that the company can hire and keep an adequate number of workers with the necessary expertise.
- To motivate workers.
- To match the organization's risk preferences with those of managers and staff.
- To adhere to legal requirements.

Employee appreciation honours the efforts and successes of both individuals and groups inside the company. It is preferable to integrate the recognition process into the organization's work culture as opposed to reserving it for exceptional occasions. Favourable reinforcement has a surprisingly favourable effect on productivity, particularly when it comes to engagement and retention.

Appropriate appreciation increases the likelihood of establishing employee engagement. Giving workers credit for their accomplishments and efforts, no matter how tiny, can improve the culture of the company. Remembering that rewards can take many different forms, such as posts expressing gratitude, workplace benefits, and job promotions.

8. Effective communication

Workplace communication is much more than conversations. It is about the exchange of information through multiple different mediums. Employees share ideas and businesses communicate strategies and goals through communication, both formal and informal.

A company's morale, staff turnover rate, and production can all be adversely affected by inadequate internal communication, to mention a few. Even worse, these may have a long-term impact on a business's profitability (Jensen, 2019) [27]. People differ in their personalities and communication methods; thus, communication is never straightforward.

It is vital to comprehend these distinctions and adjust strategies accordingly, as opposed to circumventing them. Silencing team members and fostering a tense work atmosphere are the last things you want to accomplish. Verbal abuse and yelling are two prevalent problems of poor workplace communication. Even if it can be challenging, it is worthwhile to develop excellent communication techniques. Furthermore, constructive channels of communication can take many shapes, whether they are professional or informal. With many organizations going paperless, email has become the primary form of communication because it's quick and efficient. However, it can also be a source of decreased productivity, as employee inboxes can quickly get cluttered with frivolous emails that hide important messages. The constant influx of new messages can also be a distraction from completing important tasks. Organizations can try focusing on mobile-driven communication such as Short Message service (SMS) and other messaging platforms that may be deemed appropriate.

An employee app provides workers with easy access to corporate information and workplace tools while cutting out the clutter of irrelevant messages and keeping all employees on the same page (Jensen, 2019) [27].

Many times, companies place their focus on putting a solid strategy in place for external communications with their customers, but developing an internal communication strategy is just as important. In fact, poor internal communication, along with poor coaching of frontline workers, can result in poor communication with customers (Jensen, 2019) [27].

Literature Gap

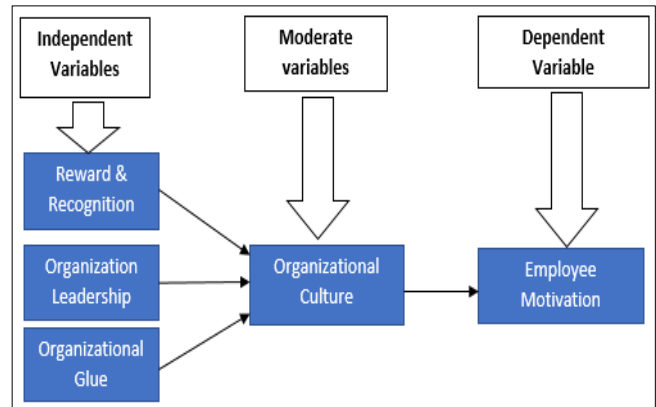
There has not been a measure of how knowledgeable leadership is, concerning positive and negative organizational culture and how it affects employee motivation.

There has not been any measure of how seriously culture is taken by leadership as a factor that influences employee motivation

here has not been any measure of the level of commitment and willingness by leadership to move from a negative to a positive culture that addresses employee's motivation issues

Conceptual framework

The conceptual framework provides a clear understanding of the study's independent and dependent variables.



Source: Author

Fig 1: Conceptual framework

Research Methodology

This section presents the research methods such as the research design, sources of data, sample size, sampling methods as well as methods of data collection, reliability of data, validity of data and ethics that would be used in this study.

1. Research Design

The mixed research method approach was used, this is where both qualitative and quantitative data was obtained (Creswell, 2008) [15]. defines a descriptive research design as a type of study that aims to gather data to aid in the systematic description of a phenomenon, circumstance, or population in order to address the current issue.

The qualitative method helped to obtain in-depth information whilst the quantitative helped to generalize the results. The use of both qualitative and quantitative method complemented each other in order to validate the methods that were used to realize the objectives of the study (Kothari, 2001) [31].

2. Sources of Data

The primary as well as secondary data sources were used. Data was collected through the use of self-completing questionnaire purposively distributed to a convenient sample of 171 employees. The primary data was collected from the entire research subject within the catchment area of the research task from which the sample size was selected and was referred to as target population at Chilanga Cement Zambia Plc. Secondary data was gathered from the firm's publications and the website, and publicly available information. Descriptive statistics was used to analyse the data.

Sample Size

A total of 171 respondents was used, these were selected randomly from Chilanga Cement Zambia Plc. Simple random sampling technique was used to avoid being biased in the sample selection process, and this was the sample that represented the population described.

The sample size was arrived at using the formula by (Yamane, 1967) as shown below:

The formula:
$$n = \frac{N}{1 + \frac{N(e)^2}{300}}$$

$$n = \frac{300}{1 + 300(0.0025)}$$

$$n = \frac{300}{1.75} = 171.4285$$
 = Rounded off to 171

Therefore, the sample (n) = 171 Respondents

3. Methods of Data Collection

A questionnaire and interview guide were used to collect the data. The interview guided both structured and semi-structured interviews because they helped to keep focus as the interviewer was the one that had control. Interviews also provided accurate screening as the individual being interviewed was unable to provide false information during the screening questions such as gender, age etc.

4. Data Analysis

Primary data was processed and analysed using the Statistical Package for Social Sciences (SPSS) computer software version 27. This package was used due to its propensity to quickly analyse large volumes of data gathered through various methods of research. It also made difficult analytical tasks easier and prevented mistakes being made or even omitting certain details or items. The package was used because of the ability of the software to easily and automatically convert data into statistical charts, percentages and mathematical manipulation that could easily be dealt with using the in-built functions of the package. Microsoft excel was used to convert the charts produced by SPSS into well designed and with a desired colour background. Data collected through detailed interview guides was analysed and grouped into categories that were tabulated manually. A category is a set of criteria, which is integrated around a theme.

5. Reliability of Data

The reliability of data was done through two methods such as; the use of the inter-rater method where the results of the researcher were compared with the results of the research assistance that were employed. The other method which was used is the internal consistency method where the questions and the responses were logically related.

6. Validity of Data

The validity of data was determined as that which applied to the research instrument by using the content validity. The content validity ensured that the research instrument was representative of the full content of the phenomenon under investigation. In addition, the content validity ensured that all the aspects of the subjects under investigation were covered.

7. Ethical Considerations

The research project was purely and exclusively academic and any consequent result was treated as such. Therefore, the contents and findings were not used in any way for any other purposes than academics. Further, maximum code of ethics was followed by seeking consent from all the respondents. There was coercion or influence to participate in the study. Rights and confidentiality of all participants were strictly observed by ensuring anonymity in the interviews and only

codes were used for the analysis of all information; no information was to be traced back to an individual.

Results

1. Demographic information

The demographic data shows that the majority of the respondents from the Chilanga Cement employees were male with the frequency 101 out of 169 representing 59.8% and female with the frequency of 68 out of 169 representing 40.2%. This is shown below in table from the SPSS output.

Table 1: Gender Population Distribution 1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	101	59.8	59.8	59.8
	Female	68	40.2	40.2	100.0
	Total	169	100.0	100.0	

2. Age category

The most frequent age group of the respondents was below or equal to the age of 40 – 50 years represent a 50.3 percent with the frequency 85 respondents and the lowest age group is 20 – 30 years representing the frequency of 25 and a percentage of 14.8 percent as indicated in the table below.

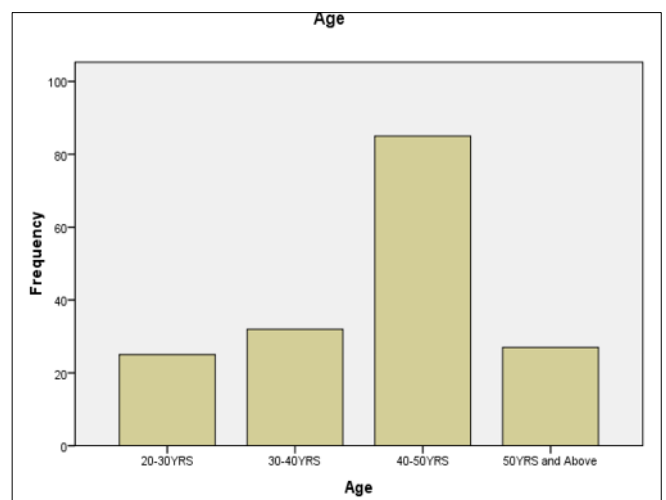


Fig 1: Age distribution

3. Inferential statistics

3.1 Analysis of variance (ANOVA) results

According to Creswell, (2004), Analysis of Variance (ANOVA) is an analysis tool used in statistics that splits an observed aggregate variability found inside a data set into two parts: systematic factors and random factors. The systematic factors have a statistical influence on the given data set, while the random factors do not. Analysts use the ANOVA test to determine the influence that independent variables have on the dependent variable in a regression study.

The Analysis of Variance (ANOVA) was used in this study to analyse the degree of independent among between the dependent variable Employee Motivation and independent variables which are Reward and recognition, Organization Leadership and Organization Glue. Below are the statistical results from SPSS output.

Table 2: ANOVA 1

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	32.628	3	10.876	25.425	.000 ^a
	Residual	70.580	165	.428		
	Total	103.207	168			

a. Predictors: (Constant), Organizational Glue, Organization Leadership, Reward and Recognition

b. Dependent Variable: Employee Motivation

There is a significant relationship between Employee Motivation and the independent variables which are Organization Glue, Organization Leadership and Reward and Recognition since the F-value of 25.425 is greater than the critical value F from the ANOVA tables at 5% significance level which 2.60. It is also evident that there is a positive relationship between organizational culture health and the independent variables since the P-value of 0.000 is less than the P-value 0.05 at 5% significance level.

3.2 The relationship between Employee Motivation and Organizational Leadership

Table 3

		Employee Motivation	Organizational Leadership
Employee Motivation	Pearson Correlation	1	.617**
	Sig. (2-tailed)		.000
	N	169	169
Organizational Leadership	Pearson Correlation	.617**	1
	Sig. (2-tailed)	.000	
	N	169	169

Table 3: Organizational leadership and employee motivation
 There is a strong positive correlation between Employee Motivation and Organizational Leadership indicating the coefficient correlation of 0.678 and since the p-value of 0.000 is lower than 0.05 it is a clear indication that there is a significant relationship between Employee Motivation and Organizational Leadership.

3.3 The relationship between Employee Motivation and Reward and Recognition

Table 4

		Employee Motivation	Reward and recognition
Employee Motivation	Pearson Correlation	1	.617**
	Sig. (2-tailed)		.000
	N	169	169
Reward and Recognition	Pearson Correlation	.617**	1
	Sig. (2-tailed)	.000	
	N	169	169

Table 4: Reward and recognition and employee motivation
 There is a strong positive correlation between Employee Motivation and Reward and Recognition indicating the coefficient correlation of 0.617 and since the p-value of 0.000 is lower than 0.05 it is a clear indication that there is a significant relationship between Employee Motivation and Reward and Recognition.

3.4 The relationship between Employee Motivation and Organization Glue

Table 5

		Employee Motivation	Organization Glue
Employee Motivation	Pearson Correlation	1	.219**
	Sig. (2-tailed)		.004
	N	169	169
Organizational Glue	Pearson Correlation	.219**	1
	Sig. (2-tailed)	.004	
	N	169	169

Table 5: Organizational glue and employee motivation
 There is a weak positive correlation between Employee Motivation and Organization Glue indicating the coefficient correlation of 0.219 and since the p-value of 0.004 is lower than 0.05 it is a clear indication that there is a significant relationship between Employee Motivation and Organization Glue.

Conclusion

The results from the ANOVA output revealed that, there is a significant relationship between Employee Motivation and the independent variables which are Organization Glue, Organization Leadership and Reward and Recognition since the F-value of 25.425 is greater than the critical value F from the ANOVA tables at 5% significance level which 2.60. It is also evident that there is a positive relationship between organizational culture health and the independent variables since the P-value of 0.000 is less than the P-value 0.05 at 5% significance level.

The results indicate that reward and recognition contribute positively to employee motivation, this suggests that the companies should embrace an organizational culture which seeks to reward its employees if they are to be more productive and competitive in the business. There was actually a strong positive correlation between Employee Motivation and Reward and Recognition indicating the coefficient correlation of 0.617 and since the p-value of 0.000 is lower than 0.05 it is a clear indication that there is a significant relationship between Employee Motivation and Reward and Recognition.

leadership plays a vital role in motivating employees as the results revealed that, Employee Motivation and Organizational Leadership have a strong positive correlation, as indicated by the coefficient correlation of 0.678, and the p-value of 0.000 is less than 0.05, indicating that there is a significant relationship between Employee Motivation and Organizational Leadership.

To be the "glue" in a company means to be someone who is trustworthy, respected, and who brings people together with a common goal in mind. It refers to someone who successfully connects two or more parts of an organization to function as one unit, even if it is not their role. Employee Motivation and Organization Glue had a weak positive correlation with a coefficient correlation of 0.219, and the p-value of 0.004 is less than 0.05, indicating that there is a significant relationship between Employee Motivation and Organization Glue.

Recommendations

Chilanga Cement management should consider training their managers periodically to ensure that leadership of the

company is equipped with skills to help motivate employees to perform better. A motivated employee leads to a hardworking and trusted person. The skills are intended to help managers

1. Develop interpersonal skills
2. Ability to properly interact with employees
3. Work effectively and efficiently with employees
4. Relate and identify effectively with employees.

The company should put in place a deliberate program which rewards and recognizes employees who are hard working. This will motivate other employees to work harder and encourage a positive and healthy organization culture.

1. Reward deserving employees with bonuses for achieving targets
2. Variable pay or incentive pay for exceptional individual performance
3. Timely recognition of best performing individual employees through written or verbal appreciation.
4. Management at Chilanga Cement should be communicating clear goals and objectives which are aligned to reward systems.

The company should consider strengthening organizational glue as it indicated a weak relationship though significant. One way of strengthening organizational glue is by encouraging team work among employees and having company come together team building activities in order to strengthen the social interactions among the employees.

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