



The Influence of Organisational Culture on Employee Motivation, Commitment and Job Performance

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Abstract: This study examines the influence of organisational culture on employee motivation, organisational commitment, and job performance among working professionals in India. A quantitative research design was used, and data were collected from 130 employees across different organisations. Standardised tools such as the Organisational Culture Assessment Instrument (OCAI), Work Extrinsic and Intrinsic Motivation Scale (WEIMS), Meyer and Allen's Organisational Commitment Scale, and Individual Work Performance Questionnaire (IWPQ) were used. The results showed a significant positive relationship between organisational culture and employee motivation, commitment, and job performance. Clan culture emerged as the dominant culture. Employees reported high intrinsic motivation, strong affective and normative commitment, and high performance levels. Motivation and commitment acted as mediators between organisational culture and job performance. The findings suggest that supportive organisational cultures enhance employee outcomes and organisational effectiveness.

Keywords: *Organizational Culture, Employee Motivation, Commitment, Job Performance*

1. Introduction

Organisational culture refers to shared values, beliefs, and norms that guide employee behaviour within organisations. It plays a significant role in shaping employee attitudes, motivation, and performance.

In the Indian context, organisations operate in diverse and dynamic environments, making culture an important factor for employee engagement and productivity. A positive organisational culture promotes teamwork, trust, and employee development, which enhances motivation and commitment.

Employee motivation refers to the internal and external forces that drive work behaviour. Organisational commitment reflects the emotional attachment and loyalty employees feel toward their organisation. Job performance includes task performance, contextual performance, and reduced counterproductive behaviour.

This study focuses on understanding how organisational culture influences motivation, commitment, and job performance among employees.

2. Review of Literature

Previous studies indicate that organisational culture significantly influences employee outcomes.

Research shows that supportive and participative cultures enhance employee motivation by increasing engagement and job satisfaction. Employees working in positive environments tend to show higher intrinsic motivation.

Studies also suggest that organisational culture plays a key role in developing organisational commitment. Employees who perceive fairness, recognition, and support demonstrate stronger emotional attachment and loyalty.

Organisational culture has also been found to directly impact job performance. Strong cultures improve productivity, adaptability, and teamwork.

Additionally, research highlights that employee motivation and commitment are closely related and act as mediating factors between organisational culture and performance.

However, limited studies have examined all these variables together in the Indian context, which creates the need for the present study.

3. Methodology

3.1 Aim

To study the influence of organisational culture on employee motivation, organisational commitment, and job performance.

3.2 Objectives

- To examine organisational culture among employees.
- To study the relationship between organisational culture and motivation.
- To analyse the relationship between organisational culture and commitment.
- To examine the relationship between organisational culture and job performance.
- To study the mediating role of motivation and commitment.

3.3 Hypotheses

- H1: Organisational culture is positively related to employee motivation.
- H2: Organisational culture is positively related to organisational commitment.
- H3: Organisational culture is positively related to job performance.
- H4: Employee motivation is positively related to job performance.
- H5: Organisational commitment is positively related to job performance.
- H6: Employee motivation and organisational commitment mediate the relationship between organisational culture and job performance.

3.4 Research Design

The study used a quantitative, cross-sectional research design.

3.5 Variables

- Independent Variable: Organisational Culture
- Mediating Variables: Employee Motivation, Organisational Commitment
- Dependent Variable: Job Performance

3.6 Sample

- Sample Size: 130 employees
- Sampling Method: Convenience sampling

3.7 Tools Used

- OCAI – Organisational Culture
- WEIMS – Employee Motivation
- Meyer & Allen Scale – Organisational Commitment
- IWPQ – Job Performance

3.8 Data Analysis

- Descriptive statistics
- Correlation analysis

- Regression analysis
- Independent samples t-test

4. Results

4.1 Descriptive Statistics

Variable	Level
Organisational Culture	Clan culture dominant
Motivation	High (Intrinsic > Extrinsic)
Commitment	High (Affective & Normative)
Job Performance	High

The results indicate that employees perceive a supportive organisational culture, high motivation, strong commitment, and high-performance levels.

4.2 Correlation Analysis

Variables	Culture	Motivation	Commitment	Performance
Culture	1	0.62**	0.58**	0.60**
Motivation	0.62**	1	0.65**	0.68**
Commitment	0.58**	0.65**	1	0.70**
Performance	0.60**	0.68**	0.70**	1

$p < 0.01$

- Culture is positively related to motivation, commitment, and performance
- Motivation and commitment strongly predict performance

4.3 Regression Analysis

Predictor	Outcome	Result
Culture → Motivation	Significant	
Culture → Commitment	Significant	
Culture → Performance	Significant	
Motivation → Performance	Significant	
Commitment → Performance	Significant	

Motivation and commitment partially mediate the relationship between culture and performance.

4.4 Independent Sample t-test

Variable	t-value	p-value
Motivation	Significant	< 0.05
Commitment	Significant	< 0.05
Performance	Significant	< 0.05

Differences were observed across demographic groups.

5. Discussion

The findings indicate that organisational culture plays a crucial role in shaping employee motivation, commitment, and performance.

The dominance of clan culture suggests that Indian organisations emphasise teamwork, collaboration, and employee support. This type of culture enhances intrinsic motivation and creates a positive work environment.

High levels of affective and normative commitment indicate strong emotional attachment and loyalty among employees. These forms of commitment contribute significantly to improved job performance.

The study also confirms that motivation and commitment act as mediators, meaning that organisational culture influences performance through psychological processes.

Overall, organisations that promote supportive and participative cultures are more likely to achieve higher employee performance.

6. Conclusion

The study concludes that organisational culture significantly influences employee motivation, commitment, and job performance.

A positive organisational culture enhances intrinsic motivation, strengthens commitment, and improves performance outcomes. Motivation and commitment act as important mediating factors.

Organisations should focus on building supportive, inclusive, and performance-oriented cultures to achieve long-term success.

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