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Research Article

An Intervening Influence of Leadership Between Organizational Culture and Motivation Study of Public Sector Universities in Sindh

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ABSTRACT

Motivation being the research construct has always been a course of study. The significance of Motivation is due to its abstract ability and its relation with performance. Whereas having the motivated performance of an employee is very difficult for the organizations to achieve. Hence the faculty members imparting the education in Universities (public) exhibit a reluctant attitude in their work behavior. Hence this study aimed to analyze the influence of Organizational culture and Motivation among the members of faculty engaged in imparting knowledge in public sector Universities of Sindh. Further the current study tried to check the intervening influence of leadership between organizational culture and motivation level among the members of faculty engaged in imparting knowledge in public sector Universities of Sindh. Moreover, this study used causal research and the respondents of the study were the members of faculty who have at least five years of hands-on experience and must impart business education. The statical analysis was performed through (SPSS) and the graphical representation was done via AMOS.results of the study have validated and declared the Hypothesis as approved.

Keywords: Leadership, Motivation, Organizational Culture, Public Sector, Universities.

1. Introduction

Motivation being the research construct has always been a course of study. The significance of Motivation is due to its abstract ability and its relation with performance. Whereas having a Motivated performance from an employee is very difficult for the organizations to achieve. This vulnerability in performance compels the dynamic organizations to establish a system through which their employees became motivated and as a result that they may get high performance. In this regard, multiple studies have been conducted to evaluate the cause of demotivation (Tsui, Wang, & Xing, 2011; Shafiqa & Qureshi, 2014; Giri, 2017). Hence organizational culture has been identified as one of the constructs that significantly influence the performance of an individual. This direct influence of organizational culture in public sector organizations

sometimes develops a reluctant attitude in employees (Panagiotis et al., 2014). So far the researchers tried to mitigate this negative influence of organizational culture in public sector organizations for gaining motivated performance. Therefore, the current study attempted to neutralize the effect by introducing leadership as an intervening variable between the organizational culture and motivation among the members of faculty who were engaged in imparting knowledge in public sector Universities in Sindh.

1.1 Study Aims

- *To elaborate the relationship between organizational culture and Motivation*
- *To understand the influence of leadership on organizational culture*
- *To evaluate the effect of leadership on motivation*
- *To explore the intervening influence of leadership between organizational culture and motivation*

1.2 Scope of the study

This study sheds the light on the relationship between the organizational culture and the motivation level among the employees working in Universities of Sindh (Public)

1.3 Study Significance

This research tried to unearth the attitude and behavior of the faculty that impart education in universities of public sectors. This study also unleashes the perception of the general public for these institutions. Results of this research add value to the existing literature on employee behavior and organizational culture.

1.4 Statement of problem

Motivation being the research construct has always been the course of study. This significance of the motivation is due to its abstract ability and its relation with the performance. Whereas having the motivated performance of an employee is very difficult for the organizations to achieve. Hence the faculty members imparting the education in universities (public) exhibit a reluctant attitude in their work behavior. This attitude arises a less performance. So far, this research attempted to remove this discrepancy, which caused a low performance in the organization through introducing Leadership as the mediating variable between Organizational Culture and Motivation.

2. Literature

2.1 Organizational Culture

The word culture is described as values that are learned and shared (Titiev, 1959). Culture is defined as a set of distinct values, norms, rules, and philosophies that operate the businesses to formulate decisions (Pettigrew, 1979). Culture is regarded as the practice whereby an organization endeavors to circulate the rules and the regulations among the individuals in an organization. Notwithstanding, the sole notion of culture is not as effective as practice in contemporary organizations. Organizational culture is portrayed as a medium to analyze and interpret and the members of an organization. Culture is an amalgamation of multiple beliefs, opinions, patterns, and customs, and material artwork, e.g., buildings (Schein, 1985). Hence, it is hard to grasp the organizational cultural dynamics of the modern organization due to frequent changes in the cultural traditions (Mackenzie, 1986). Therefore, a Pakistan-based study noticed organizational culture as a strength as well asset for an organization (Saeed et al., 2010). Nonetheless, there have been many studies regarding the significance of organizational culture and its impact on the multiple aspects of an organization, with a few experimental pieces of evidence about the working employees in public organizations in Sindh. The notion of competitive organizational culture is old in the management sciences and the competitive culture has been dissected from different angles (Xenikou and. Furnham, 1996; Budhwar, 2006; Whittington, 2009; Esra, 2011). A study found a significant and positive association between the efficiency and productivity of employees and competitive culture in an organization (Ogbonna & Harris, 2000). A study reported a negative impact of completive culture, with low retention of and

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efficacy employees in an organization (Budhwar, Varma, Singh, & Dhar, 2006) a few studies noticed low efficacy and productivity due to the negative impact of competitive organizational culture (Whittington, Dave, Dewar, & Tammy, 2009). Another study found the competition and productivity of employees in terms of gains in the market economy (Esra, Isik, & Mithat, 2011). A study noticed a lack of sufficient work to determine the relationship between competitive culture performance of workers. A study found a positive impact of completive culture on performance (Shafiq and Qureshi, 2014). A study found bureaucratic culture as a bottleneck in the performance of the workers (Odom, Boxx, & Dunn, 1990). Another study reported studies on bureaucratic organizational culture with a reference to innovative and task acceptance cultures (Xenikou and Furnham, 1996). Many other studies tried to understand the idea of organizational culture about performance (Odom, 1990; Ogbonna, 2000). A study found fewer benefits of bureaucratic organizational culture compared to innovation and community cultures (Ogbonna & Harris, 2000). A study noticed the adverse impact of bureaucratic cultural titles on the performance and motivation of employees in an organization (Lund, 2003). A study found the negative impact of bureaucratic culture on the employees' behavior in a service institution (Raub, 2008). Another study reported adverse implications of bureaucratic culture on the employees' loyalty to an organization (Mehdi et al., 2010).Thus, the afore-mentioned existing literature shows a negative impact of bureaucratic organizational culture on the motivation of employees.Community is defined as a positive predictor of employee performance in organizational culture (Cameron and Freeman, 1991). Various scholars have studied organizational culture (Deshpande et al., 1993; Ogbonna & Harris, 2000). Meantime, many studies have been done to grasp the impact of the community as an aspect of culture on the employees' performance in an organization (Ogbonna, 2000; Lund 2003; Wang, 2011). Nonetheless, a study found a positive correlation among motivation, employee performance, and the community as an essential part of the culture in an organization (Ogbonna & Harris, 2000). Another study noticed a positive association between workers and the community organizational culture, with huge job satisfaction (Lund, 2003) that shows a positive relation of employee loyalty with an organization (Mehdi & Tahereh, 2010). A study found the loyalty of employees due to the community culture in an organization (Tsui, Wang, & Xing, 2011). A study reported an importantly positive association between a particular organizational culture and employees' motivation (Panagiotis et al., 2014). Hence, the performance of employees is increased by the community as an important aspect of organizational culture (Shafiqa & Qureshi, 2014).Innovative organizational culture studies the administrative dynamics of an organization that indicates innovative decisions in an organization and thereby enhances the performance of an organization (Greenley, 1995). Innovative organizational culture is an abstract notion to be researched (Peter, 1999; Ogbonna, 2000; Shafiqa, 2014). So, many studies have expounded the relationship between innovative culture and employees' motivation level (Peter, 1999; Ogbonna, 2000; Lund, 2003; Giri, 2017). Another study reported a positive attitude of workers for work due to an innovative organizational culture. (Peter & John, 1999). A study found a positive impact of an innovative culture on the performance of an employee (Ogbonna and Harris, 2000). Innovative organizational culture decentralizes the decision-making process at the grassroots to the employees who affect decisions greatly (Esra & Mithat, 2011). Innovative organizational culture is beyond the ambit of an organization, spurring the change process in an organization (Hee, Hwang, & Che, 2013) Shafiqa & Qureshi (2014) found a positive correlation between an innovative organizational culture and an employee's motivation (Giri, 2017).

2.2 *Motivation*

Motivation is not a new concept that is invariably used by organizations and is traced back to the work of Abraham Maslow in the late '40s. Van Niekerk invented the notion of performance based on motivation and worker skills (Van, 1987). Thus, present-day organizations are more concerned about motivation unlike the past organizations (Robert, 1991). There have been different shreds of the meaning of motivation due to different needs and priorities (Gouws, 1995). Motivation has been the locus of organizations, hence is widely dissected from various angles from time to time. Motivation is comprised of intrinsic and latent psychological characteristics of an individual and extrinsic and manifest impacts of supervisors and administrators to stimulate motivation among the workers to perform efficiently and effectively (Tosi, Mero, & Rizzo, 2000). Motivation is a driving force that guides a worker to obtain the goals of an

organization (Page, 2008). Thus, workers seem to be motivated by distinct factors in the public sector (Hondeghem, 2008).The notion of employee performance has dominated the research field. A lot of theories have explained the dynamics of employee performance (Maslow, 1954; Mausner, 1959; Alderfer, 1972). The employees are always anxious to maintain their performance tempo to secure their job (McGregor, 1960). Rewards inspire motivation among employees to perform effectively. Material and nonmaterial rewards stimulate a positive impact on the performance of employees (Awonusi & Chris, 2004; Callahon & Reio, 2004). The performance is extended due to rewards that the employees gain in return for their services rendered to the organizations (Robbins, 2005). A study stated that the stratification of employees' needs by an administration always leads to the attainment of organizational goals (Robbins S., 2005). A Pakistan-based noticed the pieces of training employee-employer relation, social environment, compensation mechanism, and job assurance provisions as an antecedent to improvement in employees' performance (Hafiza et al., 2011). In fact, with the work environment, opportunities, compensation, and recognition are determinants of employee performance (Porter et al., 2016). Thus, employee motivation is not the sole predictor of employee performance (Wae-esor et al., 2016). Job satisfaction indicates attitude and behavior patterns concerning a job performance (Brayfied & Rothe, 1951) that has further been bifurcated into two principal components as external and internal (Weiss, Dawis, England, & Lofqui, 1967). Motivation is the outcome of an employee's attitude and beliefs towards a task performance (Judge et al., 2010). A study found an inverse proportion between job satisfaction and job insecurity: higher the job security; higher the performance and vice versa (Lambert, Lynne Hogan, & Barton, 2001) rather than the result of satisfaction of biological needs of an employee (Gagné & Deci, 2005). Another found that employees' performance and their job satisfaction are inexorably interconnected (Singh & Tiwari, 2011).The notion of organizational performance is linked ascribed to Vroom in the late 19's who had described work motivation as a driving force, propelling the employees to obtain the goals of an organization and person. A study found a positive relationship between employee performance and organizational performance in an organization(Knippenberg, 2000). Open communication shows a positive correlation to organizational performance in a prevalent environment that increases the employees' loyalty to an organization (Memmott & Growers, 2002). Motivation gives an impetus to employees to achieve organizational goals (Humphreys & Einstein, 2004). In this respect, 3 perspectives have been put forward, including goal-setting, social cognitive, and organizational justice (Gary & Craig, 2005). Another defined workload as a source of motivation that encourages the employees to achieve organizational performance (2006). A stud described motivation in intrinsic as well as extrinsic terms that inspire an employee to obtain the goals of an organization (Craig, 2008). A study found employee autonomy as motivation to obtain the goals of an organization (Deci & Ryan, 2008). Another study reported higher organizational performance due to nonverbal appreciation, personal enhancement, provisions for innovation, and social interaction (Järnström & Sällström, 2012). A study noticed a chase for performance enhancement in educational organizations, large or small (Muya & Wesonga, 2012). A study found organizational performance due to the satisfaction of employees that is based on motivation (Toe et al., 2013). A study noticed a close relationship between motivation and performance (GANTA, 2014). Another study stated that variations in employee satisfaction are due to fluctuations in motivation (Wae-esor, Azizi Bin, & Hee, 2016). A study reported a positive connection between motivation and organizational commitment that affects performance (Salleh et al., 2016).

2.3   *Leadership*
The term leadership is as old as human civilization itself. The notion of leadership existed in all global ancient cultures and civilizations in different episodes of the world, e.g., Egypt (Bass B., 1981). The concept of leadership is complicated and sophisticated, hence a hard nut to crack and A leader knows how to conduct himself or herself (Schein, 1985). A leader rules over his or her subordinates to obtain the said goals of an organization (Arnold & Feldman, 1986). A leader shapes an organizational culture through propagation of the mission, the passage of information, procedure announcements, and designing of a plan, aimed at compensation and team development for the accomplishment of tasks (Blake & Mouton, 1989). The leadership styles can affect the performance, motivational, and commitment levels significantly (Chung, Sue, & Guan, 2009). Leadership is successful when it achieves organizational objectives (Jarad, 2012). A

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lot of studies have studied the most prevalent leadership style that promotes organizational goals (Norlina, 2015; Roya, 2016; Jarad, 2012). Burn has defined the transformational leadership style as a sort of leadership with a higher moral repute within an organization. leadership has been discussed regarding job and task motivation about the lower workers' performance (Medley, 1987). Transformational leadership finds effective solutions to the challenges facing an organization satisfactorily (Barker, 1990). Transformational leadership provides guiding principles to the subordinates with his or her personality charisma (Bass M. B., 1990). It has a close correlation with work and energizes the subordinates to perform perfectly (Davood, 2014). The relation between transformational leadership styles and job performance has been elaborated on time and again by intellectuals (Ömer et al., 2014; Jeevan et al., 2015). In the way, the same has also been studied in Pakistani hospitals regarding the nurses, with a positive correlation (Masood & Afsar, 2017). This sort of leadership transforms the mindset in an organization and rewards the work for best performance (Bass M. B., 1990). However, transactional leadership is a situation-based style that inspires motivation and develops rapport among the employees working in an organization (Bartram & Casimir, 2007). It consists of 4 aspects, including interactive goal setting, personal recognition, contingent material, and personal rewards (Jarad, 2012). A South Africa-based study discussed the transactional leadership style regarding task accomplishments (Muredeni et al., 2015). Transactional leaders hold sway over the subordinate staff in the performance of jobs (Norlina et al., 2015). This sort of leadership instills optimism in an organization so that the task can be performed readily (Noor & Song, 2016). Transactional leaders always make endeavors to protect and maintain an organizational system in its original form with the adoption of redressal measures (Smith et al., 2016). There are limited studies that evaluate the impact of leadership styles as an intervening factor in organizations in the context of Pakistan. An Iran-based study of 40 private institutions reported partial mediation of leadership styles between organizational culture and organizational performance in an organization; but between transformational leadership styles and the motivation level of employees in an organization (Abu Baker Akeel et al., 2013).

2.5 Study Model
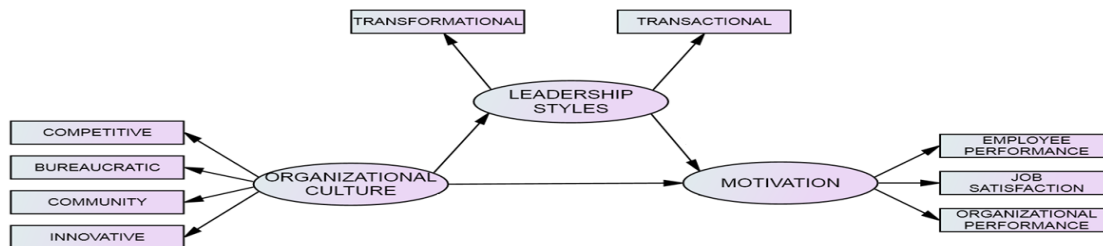
2.6.   Study Hypothesis

H1: *Organizational Culture and Motivation share a positive and significant relationship among the faculty engaged in imparting knowledge in Universities (Public) of Sindh.*

H2: leadership and Organizational Culture positively relate to each other among the faculty engaged in imparting knowledge in Universities (Public) of Sindh.

H3: Motivation and leadership share a positive and significant relationship among the faculty engaged in imparting knowledge in Universities (Public) of Sindh.

H4: leadership mediates the relationship between Organizational Culture and Motivation

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among the faculty engaged in imparting knowledge in Universities (Public) of Sindh.

3. Methodology for the study

3.1 Research Type
The current study has adopted causal research as the type for this research. Hence the nature of this study is quantitive, which tries to evaluate the causal relationship between Organizational Culture and Motivation. On the other hand leadership as the intervening variable mediates the relationship between Organizational Culture and Motivation.

3.2 Study Population
The population for the current study was the faculty engaged in the Universities (Public) of Sindh. Furthermore, inclusion and exclusion parameters have been set for the selection of respondents. These parameters include Universities that offer admission Ph.D. degree, awarding a degree in Business Education and the respondent must have five years of experience in teaching. So far, the population for the study was 1845, 1545 targeted population, and 1360 traceable population.

3.3 Sample Size
The size of the sample for the current study has been established by applying Roscoe's (1975) tumb rules. Which provides the opportunity to get a sufficient number of respondents based on the number of study variables multiplied by thirty (1*30). In this way, the size of sample for the current study was 360 consisting of lecturers, Assistant professors, Associate Professors, Professors, and Meritorious Professor engaged in the five Universities (Public) of Sindh

3.4 Sampling and Data Collection
The current study adopted the stratified random sampling technique. As the respondents of the study consisted of strata. Therefore this technique considers all the members in these states to be the respondents for the current study. hence the data has been gathered through filling the questionnaires.

3.5 Scale
Adopted and modified questionnaires were used to gather the responses. However, the responses were collected on a five-Point Likert scale. The questionnaire developed by (Cameron & Quinn, 2006; Ogbonna & Harris, 2000) has been used to measure Organizational Culture, For Motivation (Ololube & ERIC, 2006), and Leadership was measured through the questionnaire developed by (Beverena et al., 2017; Wu, 2010).

4. Study Analysis
Different statical techniques have been used for the analysis of data. such tests are descriptive statistics, reliability analysis, correlation analysis, validity check, and the SEM technique for hypothesis testing.

Table: 01   Descriptive Statics

Demographic Charachterstics	Respondents of the study	Sample	Percentage
	F	125	35
Gender	M	235	65
Age	36	190	53
	Above 36	170	47
	Professor	60	17
Type of job	Ascot:Prof:	35	9
	Ast:Prof:	135	38
	Lect:	130	36
	Ph.D	80	22
Academics	MS/M.Phil(18)	145	40
	BS/Masters(16)	135	38

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Experience	5—10 Yr	155	43
	Above 10 Yr	205	57

Table (1) descriptive statistics incorporate the attributes of the demographic variables for the respondents. Where the male and female respondents were 65% and 35% of the overall respondents. 53% and 47% represent the age group of up to 36 years and above 36 years. Moreover, the type of job contains four strata of respondents namely Professor, Ascot:Prof: Ast:Prof: and Lect: that have 17%, 9%,38%, and 36% respectively. The academic qualifications of the respondents were Ph.D., MS/M.Phil and BS/Masters have 22%, 40%, and 38% respectively. Experience being the demographic variable represents 43% and 57% of up to 10 years and above 10 years.

Table: 02   Reliability Scores

No	Study Construct	Items	Result
	Organ:Cult:		
	Inov:	06	.842
01	*Comu:*	05	.761
	Burc:	06	.824
	Compt:	07	.924
	Leadership		
02	*Transact:*	07	.916
	Transf:	06	.932
	Motivation		
03	*Emp: Perf:*	05	.763
	Org: Perf:	07	.914
	Job Sat:	06	.856

Above table (2) contains reliability scores for the study constructs organizational culture analyzed through innovative, community, Bureaucratic and competitive culture. Whereas, Leadership being the construct for the current study has been evaluated through Transactional and Transformational leadership. Motivation as the last construct for the study was evaluated through Employee Performance, Organizational Performance, and Job satisfaction. So far, based on the reliability scores for these dimensions which are in line with the standard threshold <.70 (Pallant, 2005), and considered them as reliable enough for the current study.

4.3   Correlation

Table: 03   Correlation

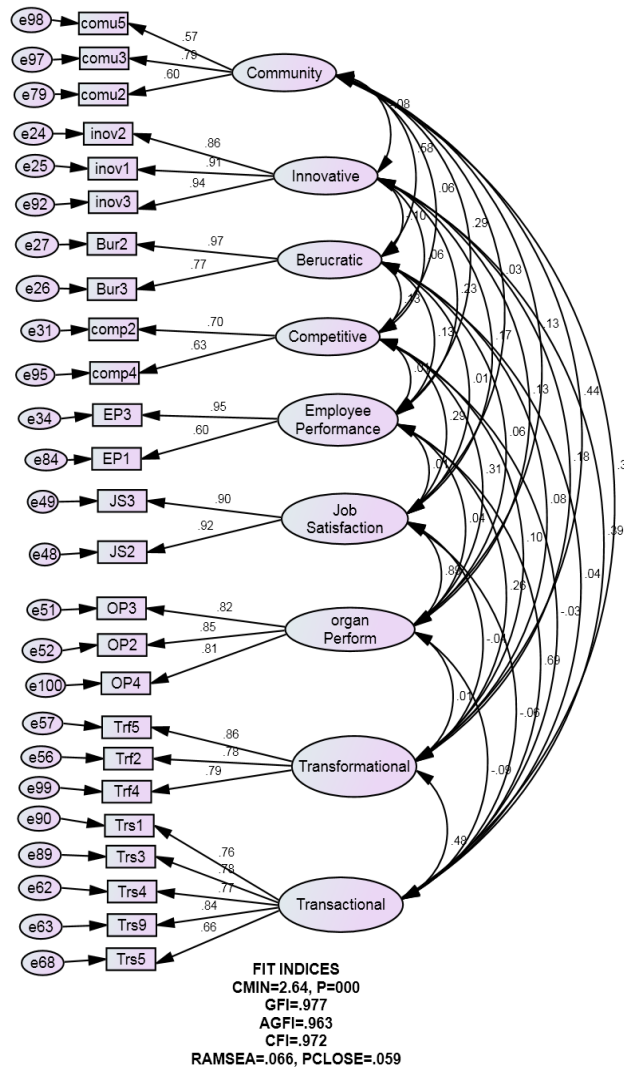| Variables	Inov:	Comu:	Burc:	Compt:	Emp: Perf:	Org: Perf:	Job Sat:	Transact:	Transf:
Inov:	1	.392**	.440**	.249**	.383**	.267**	.348**	.471**	339**
Comu:		1	.271**	.228*	.569**	.398**	.347**	.488**	.396**

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Burc:			1	.153*	.289**	.198*	.319**	.211**	.387**
Compt:				1	.188*	.215**	.370**	.358**	.216**
Emp: Perf:					1	.313**	.248**	.206**	.264**
Org: Perf:						1	183*	.298**	.606**
Job Sat:							1	.548**	.490**
Transact:								1	.256**
Transf:									1
**significant at the 0.01 level (2-tailed).									
*significant at the 0.05 level (2-tailed).									

Table (3) provides the basis for the correlation analysis for the current study to evaluate the relationship among the constructs of the study. So far, the dimensions of organizational culture innovative, community Bureaucratic, and Competitive represent a positive and significant relationship with other constructs of the current study. Employee Performance, Organizational Performance, and Job Satisfaction being the dimensions of Motivation have a significant and positive association with the variables of the current study. Leadership with its dimensions Transactional and Transformational significantly and positively correlate with the variables of the study.

Figure # 01   Confirmatory Factor Analysis (CFA)

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FIT INDICES
CMIN=2.64, P=000
GFI=.977
AGFI=.963
CFI=.972
RAMSEA=.066, PCLOSE=.059

Table: 04   Validities

| Constructs	Composite Reliability(CR)	Average Variance Extract (AVE)	Maximum Shared Variance (MSV)
Inov:	0.932	0.874	0.158
Comu:	0.792	0.538	0.319
Burc:	0.876	0.783	0.225
Compt:	0.730	0.554	0.078
Emp: Perf:	0.880	0.788	0.474
Org: Perf:	0.935	0.859	0.249
Job Sat:	0.829	0.631	0.276

Transact:	0.765	0.538	0.498
Transf:	0.869	0.584	0.431

Table (4) provided the summarized scores of validity for the constructs of the study. Since the dimensions of Organizational Culture, Motivation and Leadership namely Innovative, Community, Bureaucratic and Competitive, Employee Performance, Organizational Performance, and Job Satisfaction, Transactional and Transformational were compared with the standard threshold of **CR** <.07, **AVE** <.05, **MSV** MSV<AVE (Malhotra & Dash, 2011). Hence based on these results the constructs were considered as the validate and fit enough for the current study.

5.   Hypotheses Test

H₁: *Organizational Culture and Motivation share a positive and significant relationship among the faculty engaged in imparting knowledge in Universities (Public) of Sindh.*
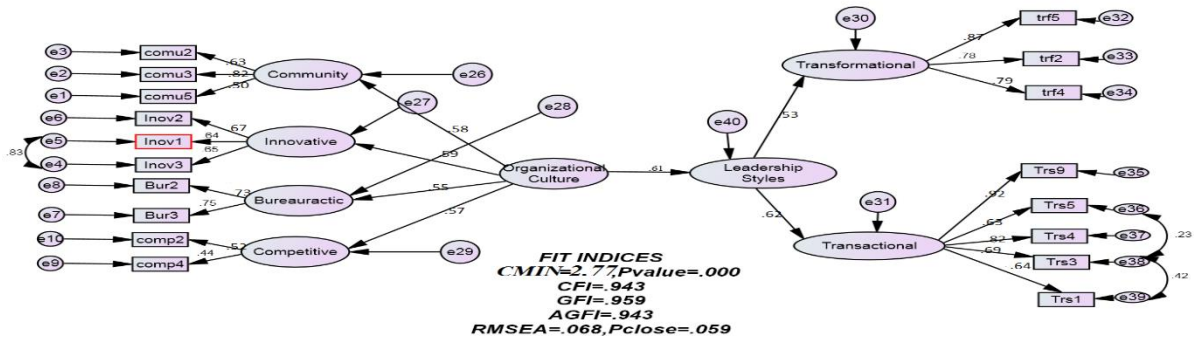
Model # 01


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FIT INDICES
CMIN=247 ,Pvalue=.000
CFI=.952
GFI=.968
AGFI=.949
RMSEA=.071,Pclose=.063
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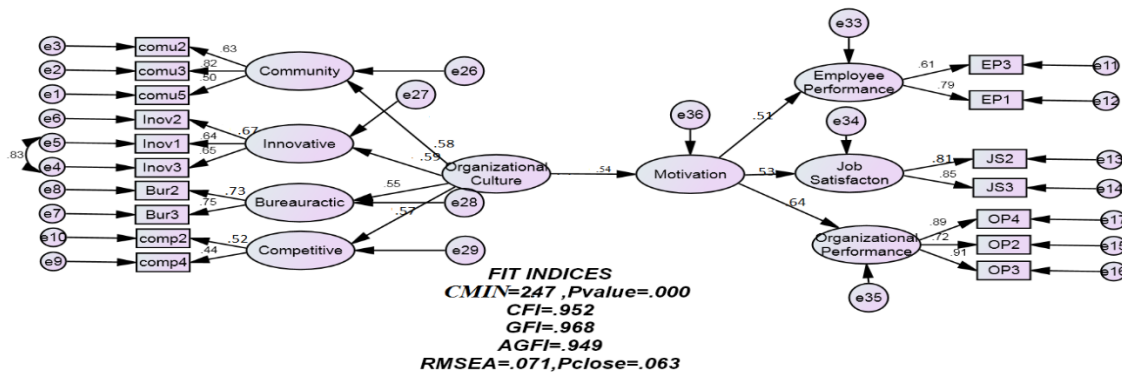
The above model (01) has been used for the test of the study hypothesis, Which shows the relationship between Organizational Culture and Motivation. Moreover, the statical values **(β=.54, p.0.00)** and the indices for the fitness of the model, which are in congruence to the standard threshold (Jackson et al., 2009).sofar based on these results the Hypothesis has been approved. This statical value provided that 54% change in motivation due to the unit change in organizational culture among the faculty engaged in imparting knowledge in Universities (Public) of Sindh.

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H₂: *leadership and Organizational Culture positively relate to each other among the faculty engaged in imparting knowledge in Universities (Public) of Sindh.*
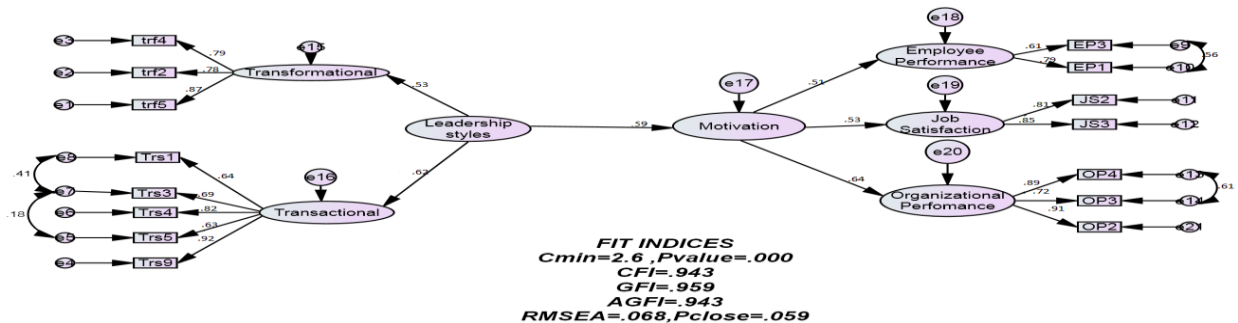
Model # 02

The above model (02) has been used for the test of the study hypothesis, Which shows the relationship between Leadership and Organisational Culture. Moreover, the statical values **(β=.61, p.0.00)** and the indices for the fitness of the model, which are in congruence to the standard threshold (Jackson et al., 2009). So far based on these results the Hypothesis has been approved. This statical value provided that 61% change in Leadership due to the unit change in organizational culture among the faculty engaged in imparting knowledge in Universities (Public) of Sindh.

H₃: *Motivation and leadership share a positive and significant relationship among the faculty engaged in imparting knowledge in Universities (Public) of Sindh.*
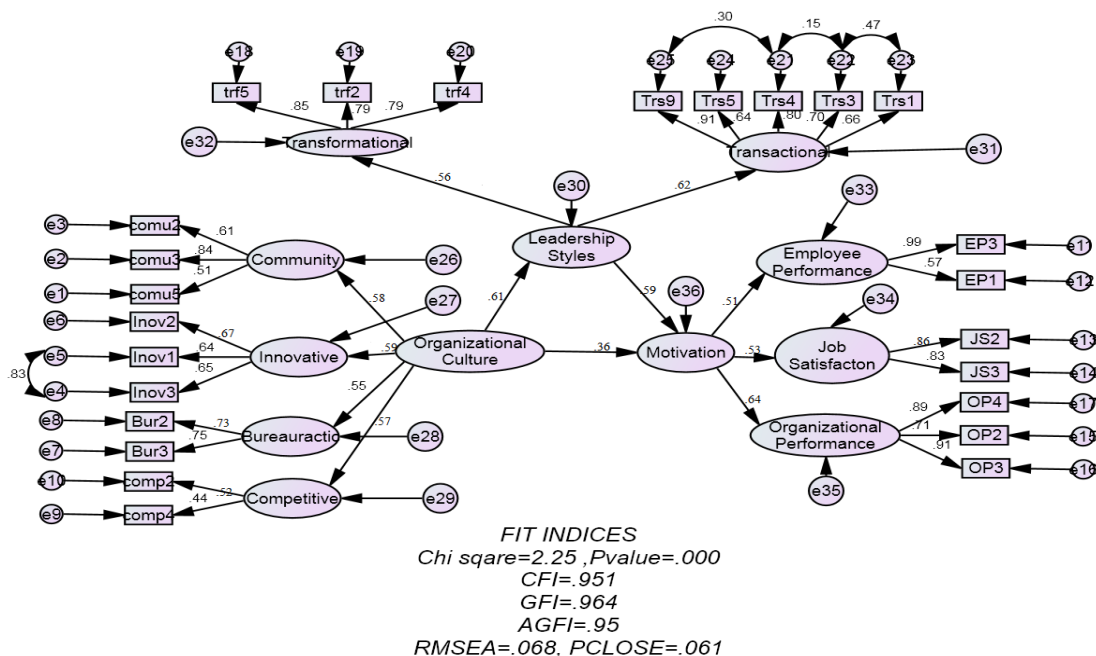
Model # 03

The above model (03) has been used for the test of the study hypothesis, Which shows the relationship between Leadership and Motivation. Moreover, the statical values **(β=.59, p.0.00)** and the indices for the fitness of the model, which are in congruence to the standard threshold (Jackson et al., 2009).sofar based on these results the Hypothesis has been approved. This statical value provided that 59% change in motivation due to the unit change in Leadership among the faculty engaged in imparting knowledge in Universities (Public) of Sindh.

H₄: *leadership mediates the relationship between Organizational Culture and Motivation*

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among the faculty engaged in imparting knowledge in Universities (Public) of Sindh.

Model # 04

FIT INDICES
Chi sqare=2.25 ,Pvalue=.000
CFI=.951
GFI=.964
AGFI=.95
RMSEA=.068, PCLOSE=.061

The above model (04) has been used for the test of the study hypothesis, Which shows the mediating relationship of Leadership between Organizational culture and Motivation. Moreover, the statical values **(β=.36, p.0.00)** and the indices for the fitness of the model, which are in congruence to the standard threshold (Jackson et al., 2009).sofar based on these results the Hypothesis has been approved. This statical value provided that 36% change in motivation after intervening of leadership as the mediating variable among the faculty engaged in imparting knowledge in Universities (Public) of Sindh.

5. **Conclusion**

The current study unleashed the significant and positive relationship between the organizational culture and motivation and Leadership. among the faculty engaged in imparting knowledge in Universities (Public) of Sindh. furthermore, the current study has also elaborated the intervening influence of the leadership between the organizational culture and the motivation among the faculty engaged in imparting knowledge in Universities (Public) of Sindh. since based on the results all hypotheses of the study were approved.

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