A summary of the doctoral thesis written under scientific guidance of

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MOTIVATIONAL INFLUENCE OF ORGANIZATIONAL CULTURE IN PUBLIC ORGANIZATIONS PROVIDING SOCIAL SERVICES

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Organizational culture, as a set of shared norms, values and behaviour characteristic for a particular organization, is an interesting research issue in the field of social and human sciences. The issue of organizational culture discussed in this doctoral thesis is strongly exposed in the subject related literature and is the subject of numerous empirical studies. In order to refer to the current state of knowledge in the discussed scope and to organize the publications, the methodology of systematic review of literature was adopted, taking into account both electronic and traditional data sources. Finally, the bibliography consists of 432 items, 122 of which are foreign sources.

The analysis of literature showed that organizational culture has a significant influence on behaviour of people in the organization. It can encourage them to be fully committed to achieving its goals as well as to motivate them to work in the organization. Despite significant research achievements related to organizational culture, it has not yet been sufficiently described and examined in the context of motivating employees of social welfare centres.

Organizational culture and its motivational influence is undoubtedly an interesting research issue of theoretical and empirical nature. The concept of motivation in the understanding of motivational effect (influence), is mainly used in publications in the field of economics and management, including human resource management (HRM). Despite many publications in the field of organizational culture, the proposed research problem is relatively rarely discussed in literature. Therefore considerations given in this dissertation allowed to fill the existing gap in the subject related literature regarding the relationship between organizational culture and motivation of employees in public organizations.

When discussing the issue of motivating employees in public organizations, the so-called *public service motivation* (PSM) was also taken into account. Commitment to public interest, acting in the name of higher good, willingness to help or serve society and citizens can be a sufficient incentive to work in public organizations that provide social services. Getting acquainted with this concept was one of the factors that encouraged the author of this dissertation to take action aimed at examining the relationship between organizational culture of public organizations and public service motivation of employees.

In the process of preparing the doctoral thesis, theoretical and application objectives were defined based on the studies of the subject related literature. The theoretical goals of the dissertation are:

1) systematization of knowledge in the field of motivation and motivating the employees,

2) presentation of conditions for the functioning of public organizations,

3) synthetic discussion of the organizational culture and its importance as a factor in motivating employees in public organizations.

The application goals of the dissertation are:

1) diagnosis of current and desired organizational culture of public organizations,

2) identification of the relationship between organizational culture and the ways of motivating employees in public organizations

3) identification of the relationship between organizational culture and public service motivation of employees in public organizations.

Generally, the considerations are conducted on the basis of public organizations, but in detail, wherever literature sources allow, they go deeper towards organizations acting in the social welfare sector.

As a consequence of the conducted literature studies, the following research questions were formulated:

1. Does the existing organizational culture of public organizations providing social services differ from the desired one?

2. Is there any relationship between organizational culture and public service motivation in public organizations providing social services?

3. Is there a relationship between organizational culture and ways of motivating employees in public organizations providing social services?

4. Which instruments of motivation are perceived by the employees of organizations providing social services as the most motivating ones?

On the basis of the analysis and synthesis of the subject related literature, four research hypotheses were formulated:

H1: The existing organizational culture in the surveyed public organizations significantly differs from the desired culture.

H2: There is a statistically significant relationship between organizational culture and public service motivation of employees in the surveyed public organizations.

H3: There is a significant relationship between organizational culture and the ways of motivating employees in the public organizations surveyed.

H4: Employees of the surveyed public organizations consider tangible instruments of motivation to be less important than non-tangible instruments.

In order to verify the research hypotheses, in accordance with the selected explanatory strategy, quantitative and qualitative studies were used. In research related to the motivation of organizational culture in public organizations providing social services, the survey method was used as well as the survey technique and as a research tool – a survey questionnaire. In qualitative research, forming the second stage of empirical research, the technique of semi-standardized (partially structured) interview was used.

The OCAI (Organizational Culture Assessment Instrument) questionnaire was used to identify the type of organizational culture. The PSM (Public Service Motivation) scale was used in the questionnaire. The WOLF questionnaire (Work-Related Flow Inventory) was used to measure the flow in the work environment. In order to identify the ways of motivating the employees of public organizations, a proprietary research tool was used, which was constructed on the basis of literature studies and didactic practice.

Quantitative research was carried out in 2016 and 2017 in municipal social welfare centres in Poland, while qualitative research was carried out in 12 centres in 2018. The actual research was preceded by the implementation of trial studies, the results and conclusions of which, due to the large and diverse sample research, were also presented in this dissertation.

The dissertation consists of six chapters. The first three chapters are dedicated to the presentation of theoretical issues, while the fourth and fifth chapter present the methodology and results of own research. The final part of the dissertation is a discussion on the research results in the perspective of the current knowledge. The consequences of the results of the conducted research for theory and practice were also indicated.

The first chapter presents organizational culture in public organizations, taking into account the theoretical basis and the current state of research. The genesis and the development of theory is presented as well as the types, dimensions and functions of the organizational

culture, specificity of activities of public organizations and characteristics of organizations providing social services.

The second chapter presents the concept and functions of human resource management as well as issues related to the motivation and motivating employees in public organizations. The theories and instruments of motivating employees were also described, with particular emphasis on management conditions in public organizations. This section revolves around the issue of public service motivation, as well as the importance of organizational culture in the process of motivating employees in public organizations.

The specificity of organizational units of social welfare as the subject of research is discussed in chapter three of the dissertation. This part characterizes the place of social services in the European Social Model and the Europe 2020 Strategy. The issue of social services as a public good and the social welfare system in Poland was also discussed.

The fourth chapter presents the assumptions of empirical research, including: research objectives, research procedure model and research hypotheses. The characteristics of research tools, the method of selecting a research sample, the time range, the course and methods of conducting research and data analysis as well as the ethical aspects of the conducted research are also discussed.

Chapter five presents the results of empirical research, including the diagnosis of organizational culture in the surveyed organizations and the emerging relationships between the organizational culture and motivation and motivation of employees. The results of qualitative research were also discussed.

Chapter six contains a discussion on the obtained research results in the perspective of the discussed theories, and where possible, also references to the observed practice of action, which allowed for the formulation of implications for management practice.

The conclusions of the conducted research show that the culture of hierarchy is the dominant organizational culture of social welfare centres. Existing organizational culture in the surveyed public organizations differs significantly from the desired culture – employees would prefer the clan culture to be strengthened.

The results of the conducted research confirm that there is a statistically significant correlation between organizational culture and public service motivation of employees in the surveyed public organizations: the higher the orientation towards the clan culture and hierarchy, the higher the level of public service motivation of employees. Whereas, the higher the level of orientation towards the culture of adhocracy and market, the lower the level of public service motivation.

The research also proved that there is a significant relationship between organizational culture and the ways of motivating employees in the surveyed public organizations. Coercive measures are used to motivate primarily in organizations with a culture of hierarchy. In these organizations, however, material non-wage instruments are used the least. The tools of persuasion are primarily used in organizations with a clan culture and hierarchy as well as the intangible instruments of motivation. External intangible instruments and material non-wage incentives are used mainly in organizations with a clan culture.

The obtained results also showed that only employees of some public organizations consider material incentives to be less important than non-material ones. Generally, according to the employees of the social welfare centres the salary is too low. Still good atmosphere and the possibility of professional development are factors that may encourage them to work in the organization, despite lower salaries.

In conclusion, on the basis of the literature and conducted field research, the dissertation presents the most important issues concerning organizational culture and motivation of employees, with particular emphasis on organizational culture in public organizations. As in the literature related to the functioning of organizations operating in the social welfare sector we can observe lack of description of a clear connection between organizational culture and practice of motivating employees, the obtained results will not only contribute to enriching the state of knowledge about the organizational culture of public organizations but may also be a valuable practical hint for people managing these organizations. As each dissertation may be imperfect, the discussed considerations are concluded with a description of the limitations of the conducted research and the proposed directions of future research work.

Katowice 10/06/2021