(REVIEW ARTICLE)

A review: Impact of motivation and toxic work around job culture

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Abstract

Motivation (inducement) plays a crucial role in shaping the job culture in the corporate world. A motivated workforce is essential to achieving organizational objectives and maintaining a positive work environment. When employees are motivated, they are more engaged in their work, more productive, and tend to stay longer with their employer. One of the key factors that impact motivation in the corporate world is the job culture. A positive and supportive job culture can be a significant motivator for employees. This culture fosters a sense of community, promotes transparency and open communication, and provides opportunities for growth and development. Employees who feel valued, supported, and encouraged are more likely to be motivated to perform at their best. In contrast, a negative or toxic job culture can be a demotivating factor for employees. In such an environment, employees may feel unsupported, undervalued, and unappreciated. This can lead to reduced motivation, low productivity, and high turnover rates. In such a scenario, employees may lose their passion for work, and this can negatively impact the entire organization. Therefore, it is essential for organizations to create a positive job culture that promotes motivation and employee engagement. This can be achieved through several initiatives, such as providing regular feedback, recognizing and rewarding employees, promoting a work-life balance, and offering opportunities for skill development and career advancement. By prioritizing employee motivation and well-being, organizations can create a work environment that is conducive to success and growth, both for the employees and the company as a whole.

Keywords: Corporate culture; Job satisfaction; Marketing research; Toxic work; Motivation

1. Introduction

The Latin word movere, which meaning "to move," is the source of the word "motivation" (Baron, Henley, McGibbon & McCarthy, 2002). Over the years that this multidimensional topic has been studied, a wide variety of definitions of the motivation construct have been proposed. Motivation is described as "a name for the determinants of the decision to commence effort on a particular activity, the choice to invest a given amount of effort, and the choice to continue in exerting effort over a period of time" by Campbell and Pritchard (1976, p. 78). According to Schultz and Schultz (1998), motivation is simply the individual and organizational traits that account for why people act a certain way at work. In this context, "work characteristics" relate to certain aspects of a person's employment, such the diversity of tasks, and "personal characteristics" refer to traits influenced by a person's personality, like an ingrained drive for success. It has also been highlighted that there has been a focus on either intrinsic motivation (Gouws, 1995, for instance) or goal- or reward-driven behavior (Beach, 1980, for instance). Du Toit (1990) makes a distinction between person, work, and organizational characteristics. Individual characteristics include people's interests, values, and needs. Work characteristics include task diversity and responsibility. According on the methodology used, motivation theories may be divided into three groups: need-based, cognitive, and drive-and-reinforcement theories (Baron et al., 2002).

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Its beneficial and reciprocal link with life satisfaction (Judge & Watanabe, 1993) and influence on personal, social, and professional life serve as a reminder of the significance of job satisfaction (Sempane, Rieger & Roodt, 2002). Employment satisfaction is defined by Arnold and Feldman (1986, p. 86) as "the degree of overall affect that people feel towards their job." According to McCormick and Ilgen (1980), a person's attitude about their employment can range along a continuum from positive to negative. According to Beck (1983), job satisfaction is inevitably a total of employee attitudes towards all of a job's qualities since a job has many different aspects. A person normally has varying degrees of pleasure with various parts of their profession (Spector, 2003). According to Schultz and Schultz (1998), job satisfaction includes both good and negative attitudes and sentiments that individuals have towards their occupations, based on a variety of both work- and personal-related factors.

Walker (1980) suggests a model in which the individual (individual talents, abilities, and knowledge), the workplace (the work setting, task activities or content, and job objectives), and rewards are identified as the drivers of performance, job satisfaction, and motivation. This model takes into account things like how an organisation operates, the nature of tasks and jobs, the physical working environment, career-related issues, social and relationship-related issues, compensation plans, and personnel regulations. As a result of their overlap, theories on motivation and work satisfaction both have motivational, emotional, and informational components (Beck, 1983).

Examples include the comparison-process theory (Walker, 1980), the instrumentality theory (Van Vuuren, 1990), the equity theory (Adams, 1965), the social influence theory (Van Vuuren, 1990), the two-factor theory (with its reference to dissatisfiers), which relates to job satisfaction and motivation, and the instrumentality theory with its correspondence to Vroom's (1964) motivational theory (Gouws, 1995). Given the intense debate around the general nature of corporate culture as a construct (Cooper, Cartwright, &Earley, 2001), several definitions of the term have been developed, each from the viewpoint of its respective author. A detailed definition of corporate culture is provided by Schein (1985, p. 86), who defines it as "a pattern of shared basic assumptions, invented, discovered or developed by a given group, as it learns to cope with its problems of external adaptation and internal integration, that have worked well enough to be considered valid and are therefore to be taught to new members of the group as the correct way to perceive, think, and feel in relation to those problems." According to Alvesson (2002), sustained organized activity requires a set of shared, accepted ideas, beliefs, and meanings among employees since this eliminates the need for ongoing interpretation and reinterpretation of meanings. The definition of corporate culture that is most frequently used includes the concept of shared values, beliefs, and conventions (Weeks & Lessing, 1988) that have an influence on how workers behave at work as well as how they regard a firm (Schein, 1984). Insofar as these are related to the work environment, corporate culture has a significant impact on employee motivation and satisfaction levels and is hard to modify. Ott (1989) provides a thorough historical survey of organization theory and elaborates on some of the prominent viewpoints. Employees' motivational factors and attitudes regarding their jobs have a big impact on how they feel and act and of discouragement (Spector, 2003). Additionally, their level of motivation and the amount of work satisfaction they feel is directly correlated with how they see the culture of their organization. The previous discussion demonstrates that a number of linked personal, professional, and organizational factors have an equivalent influence on motivation and satisfaction. One or more of these individual, professional, or organizational factors should be altered if employee motivation or work satisfaction are to be impacted (Perry & Porter, 1982). The set of organizational traits impacting employee motivation and work satisfaction, which reflect an organization's fundamental values, beliefs, and presumptions, collectively comprise the corporate culture construct.

It is interesting to analyses corporate culture since the culture has high values for the person's direction and behavior inside the organization, particularly for lecturers as advice for academic behavior. According to Kreitner and Kinicki (2014: 62), organizational culture is the common and accepted premise meaning, implicitly provided and held by a group that impacts how it is viewed, thought about, and reacts to varied environments. Greenberg (2012: 307) defines organizational culture as "a cognitive framework comprised of assumptions and values held by organization members." "Organizational culture is a system of shared meaning held by members that distinguishes the organization from other organizations," said Robbin and Judge (2011: 520). Organizational culture is essentially something that exists shared meaning. This is also accepted and respected as the truth, and its members act on it. According to Mas'ud (2004) in Purnama (2013), "organizational culture is a system of meanings, values, and beliefs held together in an organization that is a reference to action and differentiates one organization from another."

Campus, like other organizations, requires a figurehead who can or is capable of managing individual and group activities related to the learning and teaching processes. When considering college as an instructional institution, leaders who can give calm for everyone on campus are required. In order to carry out their tasks, all leaders must have a vision and a mission; thus, in the higher education environment, the figure of a leader who can serve all parties is required. The servant leadership type suits to be implemented in the higher education world because every educational and teaching activity would require high morality values. Lussier and Achua (2004:362) argues "Servant Leadership is

an a leadership that transcendent self-interest to fulfill the requirements of others by assisting them in their professional and personal development." Greenleaf (2005) argues "Servant leadership as a kind of leadership model-a model which prioritizes serving others as the number one priority. Servant leadership stresses enhanced service to others, a holistic approach to work, fostering a feeling of community, and the sharing of decision-making power. Servant leaders stress service to others through a number of priorities and an overall attitude to the community, and they share decision-making power.

2. Methodology

2.1. The connection between corporate culture and representative inspiration

Equals can be drawn between the factors that interface inspiration and occupation fulfillment and those that connect corporate culture and occupation fulfillment. For instance, a requirement for accomplishment and an association's exhibition culture are both emphatically connected with work fulfillment. Writing moreover shows that the connection between work fulfillment and corporate culture is fortified by cooperative energy between individual thought processes and needs, and authoritative culture. For instance, the positive connection between work fulfillment and a culture of development and imagination is more noticeable for those roused by open doors for innovativeness (Coster, 1992; Johnson and McIntye, 1998; Odom et al., 1990). Besides, the impact of parts of the dynamic culture on work fulfillment relies upon collaboration between representative inclination and the level of formalization (Strydom and Meyer, 2002). At last, the connection between a strong climate and occupation fulfillment is underlined by the requirement for such help, which many individuals have, particularly working (Cohen-Rosenthal and Cairnes, 1991; Du Preez, 2003; Gunter and Furnham, 1996; McNeely, 1983; Ritter and Anker, 2002; Strydom and Meyer, 2002; Visser et al., 1997). A third speculation was subsequently formed, to be specific that the various components of corporate culture are likewise decidedly connected with the elements of inspiration.

2.2. A three-way relationship among corporate culture, representative inspiration and occupation fulfillment

In accordance with past exploration including perspectives (De Cuyper and De Witte, 2005; Visser and Coetzee, 2005), the chance of a more mind boggling relationship must be thought of. Writing that infers a connection between corporate culture and representative inspiration (in light of the connections of these develops with work fulfillment) likewise appears to highlight a more grounded connection between corporate culture and fulfillment when the previous is connected with important parts of inspiration. A fourth speculation was in this manner planned, in particular that worker inspiration fills in as a mediator variable in the connection between corporate culture and occupation fulfillment.

3. Results

Motivation can have a significant impact on corporate culture. When employees are motivated, they tend to be more productive, engaged, and committed to their work. This can lead to a positive corporate culture, characterized by teamwork, collaboration, and a sense of shared purpose.

Here are some potential results of the impact of motivation in corporate culture:

3.1. Increased productivity

Motivated employees are more likely to work efficiently and effectively, which can lead to higher productivity levels.

3.2. Improved employee engagement

Motivated employees tend to be more engaged in their work, which can lead to greater job satisfaction and a stronger sense of loyalty to the company.

3.3. Enhanced creativity and innovation

Motivated employees are more likely to be creative and innovative, which can lead to new ideas and approaches that benefit the company. Lower absenteeism and turnover: When employees are motivated and engaged, they are less likely to miss work or leave the company, which can lead to lower absenteeism and turnover rates. Better customer service: Motivated employees tend to provide better customer service, which can lead to increased customer satisfaction and loyalty. Overall, motivation can have a positive impact on corporate culture by creating a more productive, engaged, and committed workforce that is focused on achieving the company's goals.

4. Discussion

Motivation is a critical factor that can have a significant impact on the job culture in the corporate world. Motivated employees tend to be more productive, engaged, and committed to their work, which can lead to better overall job satisfaction and higher job retention rates. One of the most significant impacts of motivation on job culture is the creation of a positive work environment. When employees are motivated, they tend to have a more positive attitude towards their work, which can lead to a more collaborative and supportive work environment. This positive culture can lead to increased employee engagement, which can translate to higher levels of creativity, innovation, and problem-solving. Motivated employees are also more likely to take ownership of their work, which can lead to a sense of pride and accomplishment. This can help to create a more positive job culture that values hard work, dedication, and high-quality output. In turn, this can lead to greater job satisfaction and a stronger sense of loyalty to the company.

On the other hand, a lack of motivation can lead to a negative job culture characterized by low morale, apathy, and disengagement. This can lead to a high turnover rate, increased absenteeism, and a lack of collaboration and teamwork. Ultimately, this can have a negative impact on the company's bottom line and overall success. To foster a positive job culture that values motivation, companies can implement various strategies such as recognizing and rewarding high-performing employees, providing opportunities for career growth and development, and promoting work-life balance. These efforts can help to create a positive work environment that values motivation and encourages employees to do their best work.

5. Conclusion

In conclusion, motivation plays a crucial role in shaping the job culture in the corporate world. Companies that value and foster motivation can create a positive work environment that promotes engagement, productivity, and high-quality output. Conversely, a lack of motivation can lead to a negative job culture that can have a significant impact on the company's overall success.

Compliance with ethical standards

Disclosure of conflict of interest

No conflict of interest.

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