

Organizational culture and its motivational effect on the workers of a private company

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Abstract— The study of the impact of organizational culture on employee motivation is crucial for organizational development and effectiveness. Therefore, the research objective was to analyze the organizational culture and its motivational effect on the workers of a private company. The objective of the research was to analyze the organizational culture and its motivational effect on the workers of a private company. The study had a quantitative approach and was of the applied type, with a non-experimental, cross-sectional and correlational design. The population consisted of 100 individuals and a simple random probabilistic sampling was carried out, where the universe of study had the same probabilities of being selected, resulting in the application of the instrument of 80 workers from the private company. For data collection, the technique called survey was used, its instrument being the questionnaire with 36 questions based on the study variables and 5 response options for each one according to a Likert-type scale, which were answered online by the collaborators. The results reflect a significant correlation between the organizational culture and the motivational effect of the workers, with a Spearman correlation coefficient of 0.504** and a p-value of 0.000. This indicated that the organizational culture has a revealing influence on the motivation of the workers of the private company.

Keywords: work motivation; organizational culture; job satisfaction, workers, company.

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I. INTRODUCTION

Organizational culture is an essential dimension in the business environment that directly affects the motivation and performance of the workers of a company. Different disciplines such as organizational psychology and business sociology have explored this topic. In particular, Pedraja et al. [1] have highlighted the importance of leadership and organizational culture in business success; they have also pointed out that the lack of these qualities can reduce the competitiveness of workers, limiting their progress in skills and aptitudes. Faced with this situation, they proposed developing a motivation plan to promote the training of new leaders and bosses who can promote a solid and effective organizational culture.

In this context, additional research has been carried out to analyze the relationship between motivation and organizational culture. After studying several companies, La Cotera Vega [2] has pointed out that the lack of motivation and good organizational culture is due to the lack of involvement of the organizations to meet the needs of the collaborators, as well as their low interest in management. For their part, Falla and Zapata [3] have shown that the lack of a culture plan is the main difficulty faced by commercial companies, and the insufficient economic remuneration has caused workers to seek new opportunities or undertake, competing with old companies.

Likewise, in the context of organizational culture and its motivational effect, it is worth noting the international study carried out by Saptá et al. [4] who explored the motivational impact on job satisfaction of employees of a financial company. Their findings underscore that motivation triggers a significant and positive effect on workers' job satisfaction. In this sense, the exchange of knowledge, training and the implementation of incentives have been identified as strategies that contribute to keeping employees satisfied, motivation being a key element in this process.

Likewise, Cordero et al. [5] studied the organizational culture of administrative workers at the Catholic University of Cuenca, Ecuador, and found that work culture and psychological well-being were fundamental elements for their organizational culture.

In the field of organizational culture and its influence on motivation, it is worth highlighting the study carried out by Ramírez-Vielma and Nazar [6]. These researchers examined the correlation between motivational characteristics of job design and individual job performance in two medium-sized companies in Chile. The results of their research revealed a positive effect of these motivational characteristics on the job performance of employees. In addition, the study identified variations based on the different measures in aspects such as the development of the function, assigned tasks, adaptability and proactivity, thus evidencing the interconnection between organizational culture, motivation and goal achievement. Optimal job performance.

Furthermore, in the same context, the research carried out by Saavedra [7] is mentioned. In his study, perceptions of organizational culture were found to be below the 70% threshold. This result is especially notable in the hierarchical, adhocratic, clan, and market dimensions. These observations highlight the importance of addressing specific dimensions of organizational culture to understand its effect on employee motivation and thus overall performance within the organization.

Likewise, Flórez Meriño et al. [8] these researchers explored the relationship between monetary remuneration, flexibility, and work space on work motivation within an organization in Bogotá. The findings revealed that a significant proportion of workers expressed dissatisfaction with respect to pay, flexibility, and workplace conditions. This evidence highlights the connection between the perception of these working conditions and employee motivation, underlining the relevance of an organizational culture that supports key factors to increase motivation and, ultimately, improve job performance.

In other investigations, Jurado Quispe [9] and Regalado Cossio and Samillan Zeña [21] have focused on analyzing the interdependence between work motivation and organizational culture. The first was a study carried out at the Faculty of Education of the Federico Villarreal National University, where it was concluded that the correlation between organizational culture and motivation was significantly high. The second study, on the other hand, focused on milling organizations in the department of Lambayeque and found strong dissatisfaction on the part of the workers in relation to work motivation. This situation has resulted in reduced levels of job performance, constant staff turnover, stress and general discontent among employees.

Given the above, the theories were arrived at, based on the Theory of the Characterization and Functions of Organizational Culture, based on the investigations of Reyes Hernández and Moros Fernández [10] as well as the approach of Flores Ledesma et al. [11] approaches organizational culture as a deeply rooted system of thoughts and values that shape a company's practices and identity. This perspective highlights how culture not only establishes norms, but also influences the traditional and habitual ways of thinking within the organization, generating an affective bond between the entity and its employees. In turn, this theory highlights that culture is not only limited to the internal; it acts as a means of strengthening in the market, allowing the organization to remain competitive and visible, which underlines its importance in times of crisis and economic changes.

The Theory of Organizational Culture and its Impact on Performance and Identification, based on the research of Monsalve-Castro et al. [12] and Salcedo-Peña [13] state that organizational culture decisively influences the performance of workers and their relationship with the company. This theory highlights how culturally ingrained norms, rules, goals, and beliefs strengthen organizational cohesion and stability, leading to better employee performance by aligning with corporate goals. Additionally, it is highlighted that culture goes beyond the workplace, radiating in the identification of the individual with the company and generating a participatory and collaborative environment that encourages teamwork and the adoption of key behavior patterns. This adherence to cultural values promotes the effective fulfillment of the objectives and contributes to leadership in the field of action.

The Theory of Work Motivation and its Impact on Organizational Performance postulates that motivation in the workplace refers to the ability of organizations to maintain the satisfaction of their employees, promoting not only their permanence in the company instead of opting by external opportunities or resignation, but also internally promoting their maximum performance and performance, which in turn leads to the successful achievement of predefined objectives and goals, said by Fernández Balmón [14]. This theory maintains that business or work motivation is intertwined with factors such as leadership style and the organizational culture implemented within the company, mentioned by

Napolitano [15]. When addressing work motivation, the theory explores the importance of the psychological force that drives workers to start tasks, maintain a constant pace and continuously improve their work responsibilities, as mentioned by Quispe Gonzales et al. [16]. Consequently, it is argued that this work motivation allows individuals within organizations to develop broader skills, which in turn contributes to an efficient achievement of the objectives and goals established by the organizational system.

The Theory of the Perspectives of Work Motivation analyzes the motivational influence in the work environment, based on the contribution of Quiroz Espinoza [17]. This theory examines several historical approaches that shape the understanding of motivation, starting with the hierarchy of needs proposed by Mas-low in 1943, going through the reinforcement theory that attributes motivation to uncontrollable external stimuli for people, and reaching to theory Y, which grounds motivation. In the development of human potential and the satisfaction of higher needs. Quiroz Espinoza [17] expands this perspective by defining the dynamics of work motivation, emphasizing that it does not stop and is not limited to external stimuli to promote motivated behavior. In this evolutionary context, it is highlighted how motivational theories have transcended the business field, where the importance of motivating workers is recognized as an essential factor to achieve successful results.

The Theory of the Motivational Effect in the Work Environment, derived from the research of Quispe Gonzales et al. [16] proposes that this effect arises as a direct result of creating a supportive and flexible work environment. This environment includes adequate financial remuneration, incentives, and a solid organizational culture, as established by Anaya [18] who also identifies key dimensions: psychological, labor, and organizational. In the psychological field, creative self-efficacy, self-learning and self-confidence stand out, while the labor dimension implies the revitalization of tasks with the active participation of the worker. The organizational dimension encompasses the entire business institution. The theory emphasizes corporate identity as the engine of motivation, generating dedication and commitment in employees, as mentioned by Delgado [19]. Likewise, it is argued that motivation is evaluated through attributes such as intensity, direction and persistence. The intensity is related to the effort and the results, the direction with the benefits and the quality of the effort, and the persistence over time and the achievement of the goals, mentioned by Castillo [20]. In summary, this theory emphasized that the motivation parameters originate from the integral interaction of the elements in the organizational system of a company, with the organizational culture being a crucial starting point.

Taking into account these previous investigations, the objective of analyzing the organizational culture and its motivational effect on the workers of a private company has been formulated. It will seek to determine how the values and beliefs practiced, the communication received and teamwork are related to the motivational effect. In general terms, this research is expected to help to understand in greater detail how organizational culture impacts motivation and work performance.

Likewise, the general research hypothesis was: HG. [21] The organizational culture is related to the motivational effect on the workers of a private company. Specific hypotheses: He1. The motivational effect is related to the values and beliefs that workers practice in a private company. He2. The motivational effect is related to the communication received by the workers of a private company. He3. The motivational effect is related to the teamwork of the collaborators of a private company; and the null hypothesis H0. The motivational effect is not related to the organizational culture in the workers of a private company.

The topics that were explored in the research were very useful to measure the dimensions of values and beliefs, communication and teamwork; these contributed significantly to the comprehensive capture of the organizational culture under study. Furthermore, by considering the perspective of employees regarding these dimensions, it was possible to obtain a holistic view of how they influence their motivation in the work environment. The detailed inclusion of these questions in the methodology allowed for the presentation of more substantiated results and a deeper interpretation of the relationships between these key factors. This enhancement strengthened the research, providing a stronger foundation for conclusions and contributions to the field of organizational culture and work motivation.

This research stood out for its detailed focus on the relationship between organizational culture and worker motivation in a private company. He brought originality by exploring how elements such as values, communication and teamwork influence motivation. In addition, their company-specific analysis enabled personalized recommendations to improve employee motivation and performance. It is important to highlight that, in the context of this research, a high-level organizational culture is defined as one in which the values and beliefs shared by the members of the organization are aligned with the mission and vision of the company, promoting openness and effective communication, as well as a sense of community and collaboration in teamwork. In order to achieve a solid empirical operationalization, specific items were used in the questionnaires designed to evaluate each dimension, which made it possible to quantitatively measure the perception and influence of these factors on employee motivation.

The research on organizational culture and employee motivation directly intersects with the principles of sustainability and sustainable development. Exploring how values, communication, and teamwork influence motivation among workers contributes to a deeper understanding of how organizations can foster sustainable practices and ensure the well-being of their workforce. By analyzing motivational factors within the organizational context, the research sheds light on the socio-economic and human aspects of sustainable development, addressing topics such as ethical considerations, sustainability education, and the impact of workplace culture on overall employee satisfaction and engagement.

This intersection between organizational culture, motivation, and sustainability not only enriches the understanding of the work environment but also underscores the need to address employee motivation and well-being as integral components of a holistic approach to sustainability. The way organizations cultivate their internal culture and motivate their employees has implications not only for efficiency and productivity but also for the social and environmental impact of their operations. When considering the role of organizational culture in employee motivation, it is crucial to recognize how these practices can align with broader sustainability and sustainable development goals. Research in this area provides an opportunity to closely examine how internal decisions and strategies can influence an organization's contribution to a more sustainable and equitable future. This research underscores the interconnectedness of organizational success, employee well-being, and the larger pursuit of a sustainable future.

II. MATERIALS AND METHODS

Within the methodological framework, the general objective of this study was to analyze the organizational culture and its motivational effect on the workers of a private company. The inquiry corresponded to a type of applied study, which according to Ñaupas Paitán et al. [22] focuses on obtaining new knowledge in the exploration and resolution of problems. Likewise, the focus of the study was quantitative, since it sought to analyze the data statistically; as Niño Rojas [23] mentions, this approach has the main function of measuring variables and processing data, based largely on the use of figures and statistics. In the investigation, a non-experimental design was also implemented, which allowed the observation and measurement of the phenomena in their natural environment, without manipulating the study variables, later, the data obtained in this way were analyzed; all this according to what was proposed by Hernández-Sampieri [24]. Likewise, a cross-section was used in the investigation, and it focuses on the variable data obtained from a determined sample of the universe or set. The data collected was carried out at a specific time. Regarding the scope of the research, it focused on a correlational level, since the main objective was to determine the relationship between organizational culture and work motivation. According to Hernández-Sampieri [24], this type of design is useful to establish the interrelationships between different categories, variables or concepts at a given moment.

In the case of the investigation in question, the totality of workers of the private company was considered as the population, forming a group of 100 individuals; that, according to the perspective of Niño Rojas [23], the universe or population was defined as the total sum of units, individuals or elements that constituted the object of study. According to Hernández-Sampieri [24], in the present study a sample was selected as a representative subgroup of the universe or population of interest, from which the necessary data for the investigation were collected. To determine the sample size, the formula of the simple random probabilistic method was used, establishing a margin of error of 5% and a confidence level of 95%. As a result, a sample of 80 employees of the private company was obtained, which guarantees an acceptable precision of the results and their extrapolation to the total population with a certain degree of confidence. It is important to highlight that the selection of the sample was carried out through a rigorous and random process, in order to minimize the possibility of bias or errors in the results obtained and guarantee their representativeness.

In the investigation, the survey technique was used with the questionnaire instrument, based on the Likert scale, for data collection. This tool was used to collect information about the impressions of private company employees in relation to organizational culture and the motivational effect. The questionnaire consisted of 36 questions. For the evaluation of the organizational culture, a Likert scale questionnaire developed by the author Jurado Quispe [9], focused on values and beliefs, communication and teamwork. For the evaluation of the motivational effect, a Likert scale questionnaire developed by the author La Cotera Vega [2] was used, which took into account job satisfaction, recognition and the opportunity for development within the organization.

The questions in the questionnaire were divided into two variables, organizational culture and motivational effect, 18 items each; regarding the independent variable, it was divided into three dimensions: values and beliefs, communication, and teamwork. Instead, the dependent variable had three distinct dimensions: job satisfaction, recognition, and development opportunities. It should be noted that the questions in the questionnaire were evaluated using a personalized scale of values. This scale ranged from "Very low" (1) to "Very high" (5). Therefore, the answers obtained to these questions were analyzed using values that ranged between 1 and 3 respectively.

The verification of the validity of the instruments was coordinated with three experts, two researchers and a methodologist. The professionals validated the content of the questionnaire items through the statistical tool V-Aiken. They considered aspects of sufficiency, clarity, coherence and relevance. As a result, each expert considered it applicable, as shown in Table 1.

Table 1: Experts for the validation of instruments.

| No. | Name of Expert | Result |
|-----|----------------------------------|------------|
| 1 | Dr. Hugo Enrique Huiman Tarillo | Applicable |
| 2 | Dr. Segundo José Huiman Tarrillo | Applicable |
| 3 | Mgtr. Rolando Valdivia Correa | Applicable |

Source: Own elaboration.

For the investigation, the measurement of the confidence of the questionnaires was analyzed; for this, a pilot test was carried out with 20 collaborators from the total sample. According to Palella and Martins [25], reliability is defined as the absence of errors in the data collection tool. This refers to the degree to which the calculations are free from unforeseen discrepancies. Likewise, the authors point out that the Cronbach's Alpha instrument determines reliability taking into account the coherence and internal consistency of the elements that are measured. Cronbach's alpha can range from 0 to 1, where 0 indicates no reliability and 1 indicates absolute reliability. In relation to the results of the research in private companies, two variables were evaluated using Cronbach's Alpha: organizational culture and motivational effect. 36 elements were evaluated and a result of 0.902 was obtained, which is interpreted as very high reliability.

Likewise, for the data collection procedure, an authorization was requested from the manager of the private company to provide facilities and permits in the application of questionnaires to the 80 workers that make up the sample through the Google Forms platform, consisting of 18 questions each, adding 36 items in total. Coordination was established with the heads of areas and a specific day was implemented for the application of the questionnaires. The answers obtained were ordered in a database through Microsoft Excel 2019. The reliability validation and the descriptive and inferential analysis were carried out using the SPSS version 26 software. The research conclusions were delivered to the manager of the private company for to take actions regarding the results obtained and improve the strategies related to the organizational culture and the motivational effect.

The results were analyzed from the descriptive and inferential point of view where the SPSS version 26 statistic was used with the intention of managing and transforming the data derived from previously validated and approved questionnaires, which had been applied to the personnel of a private company. For this, the Kolmogorov - Smirnov normality test was carried out, since the sample size was greater than 50. After carrying out said test, it was determined that, for the inferential analysis, the non-parametric test should be handled. Of Spearman's Rho, since the results obtained did not have a normal distribution.

III. RESULTS

The motivational effect that most respondents had experienced was found in a mid-level organizational culture. Only a small percentage of workers had a high motivational effect, and these belonged to a high-level organizational culture. In general, 75% of the workers studied had a medium-level organizational culture that produced a medium motivational effect.

Table 2: Cross table organizational culture and motivational effect.

| | | Motivational effect | | Total | |
|------------------------|------|---------------------|-------|-------|--------|
| | | Half | High | | |
| Organizational culture | Half | Count | 50 | 6 | 56 |
| | | % of the total | 62,5% | 7,5% | 70,0% |
| | High | Count | 10 | 14 | 24 |
| | | % of the total | 12,5% | 17,5% | 30,0% |
| Total | | Count | 60 | 20 | 80 |
| | | % of the total | 75,0% | 25,0% | 100,0% |

Source: Own elaboration.

Likewise, a significant correlation was found between the organizational culture and the motivational effect of the workers, with a Spearman correlation coefficient of 0.504** and a p-value of 0.000. This indicated that the organizational culture has a revealing influence on the motivation of the workers of the private company.

Table 3: Correlation organizational culture and motivational effect.

| | | Organizational culture | motivational effect |
|----------------|------------------------|-------------------------|---------------------|
| Spearman's Rho | Organizational culture | Correlation coefficient | 1,000 |
| | | Sig. (bilateral) | . |
| | | N | 80 |
| | motivational effect | Correlation coefficient | ,504** |
| | | Sig. (bilateral) | ,000 |
| | | N | 80 |

Source: Own elaboration.

The values and beliefs of the respondents and their motivational effect, it was found in the questionnaire that 75% of the respondents with values and beliefs of medium level have a medium motivational effect. Only 25% show a high level of motivation. When respondents have high-level values and beliefs, 15% present a high motivational effect and 43.8% experience a medium motivational effect. In summary, 53.8% of workers have medium-level values and beliefs and a medium motivational effect, while 46.3% have high-level values and beliefs and a medium-high motivational effect.

Table 4: Cross table motivational effect and values and beliefs.

| | | Values and beliefs | | Total | |
|---------------------|------|--------------------|-------|-------|--------|
| | | Half | High | | |
| Motivational effect | Half | Count | 35 | 25 | 60 |
| | | % of the total | 43,8% | 31,3% | 75,0% |
| | High | Count | 8 | 12 | 20 |
| | | % of the total | 10,0% | 15,0% | 25,0% |
| Total | | Count | 43 | 37 | 80 |
| | | % of the total | 53,8% | 46,3% | 100,0% |

Source: Own elaboration.

For this, the correlation that was found was very weak of 0.159 between the motivational effect and the values and beliefs, the p-value obtained of 0.158 is greater than $\alpha=0.05$. By indicating that there is no significant relationship between the motivational effect and the values and beliefs practiced by the workers of the private company.

Table 5: Correlation motivational effect*values and beliefs.

| | | Motivational effect | Values and beliefs |
|----------------|---------------------|-------------------------|--------------------|
| Spearman's Rho | Motivational effect | Correlation coefficient | 1,000 |
| | | Sig. (bilateral) | . |
| | | N | 80 |
| | Values and beliefs | Correlation coefficient | ,159 |
| | | Sig. (bilateral) | ,158 |
| | | N | 80 |

Source: Own elaboration.

Communication in the company influences the motivation of workers. The study revealed that 75% of employees who receive high-level communication experience a medium motivational effect, while 20% have a high motivational effect. When the communication is medium level, 42.5% experience a moderate motivational effect and only 5% achieve a high motivational effect. In the survey, 52.5% of workers received a high-level communication and 47.5% medium level.

Tabla 6: Cross table motivational effect and communication.

| | | | Communication | | Total |
|---------------------|------|----------------|---------------|-------|--------|
| | | | Half | High | |
| Motivational effect | Half | Count | 34 | 26 | 60 |
| | | % of the total | 42,5% | 32,5% | 75,0% |
| | High | Count | 4 | 16 | 20 |
| | | % of the total | 5,0% | 20,0% | 25,0% |
| Total | | Count | 38 | 42 | 80 |
| | | % of the total | 47,5% | 52,5% | 100,0% |

Source: Own elaboration.

Thus, a moderate positive correlation ($r = 0.318$) was detected between the motivational effect and the communication of the private company under study. In addition, a bilateral p-value of 0.004 was obtained, lower than the established significance ($\alpha=0.05$). Therefore, there is enough evidence to affirm that the motivational effect is related to the communication provided to the workers.

Table 7: Correlation motivational effect and communication.

| | | | Motivational effect | Communication |
|----------------|---------------------|-------------------------|---------------------|---------------|
| Spearman's Rho | Motivational effect | Correlation coefficient | 1,000 | ,318** |
| | | Sig. (bilateral) | . | ,004 |
| | | N | 80 | 80 |
| | Communication | Correlation coefficient | ,318** | 1,000 |
| | | Sig. (bilateral) | ,004 | . |
| | | N | 80 | 80 |

Source: Own elaboration.

The relationship between the motivational effect and teamwork in the workers of a company shows that 75% of those surveyed with a medium motivational effect belonged to medium-level work teams, while only 21.3% were part of teams. high level and 3.8% belonged to low level teams. In addition, workers with a high motivational effect tend to belong to highly competitive teams in 16.3% and 8.8% are part of mid-level teams. These results suggest a direct relationship between the level of motivation and the type of team in which employees work.

Table 8: Cross table motivational effect and teamwork.

| | | | Teamwork | | | Total |
|---------------------|------|----------------|----------|-------|-------|--------|
| | | | Low | Half | High | |
| Motivational effect | Half | Count | 3 | 40 | 17 | 60 |
| | | % of the total | 3,8% | 50,0% | 21,3% | 75,0% |
| | High | Count | 0 | 7 | 13 | 20 |
| | | % of the total | 0,0% | 8,8% | 16,3% | 25,0% |
| Total | | Count | 3 | 47 | 30 | 80 |
| | | % of the total | 3,8% | 58,8% | 37,5% | 100,0% |

Source: Own elaboration.

Therefore, a significant relationship was found between the motivational effect and the teamwork of the workers of the private company (relationship coefficient = 0.334; bilateral p-value = 0.002). This indicated that the motivational effect influences teamwork.

Table 9: Correlation motivational effect and teamwork.

| | | | Motivational effect | Teamwork |
|----------------|---------------------|-------------------------|---------------------|----------|
| Spearman's Rho | Motivational effect | Correlation coefficient | 1,000 | ,334** |
| | | Sig. (bilateral) | . | ,002 |
| | | N | 80 | 80 |
| | Teamwork | Correlation coefficient | ,334** | 1,000 |
| | | Sig. (bilateral) | ,002 | . |
| | | N | 80 | 80 |

Source: Own elaboration.

The research provided relevant data on the organizational culture dimensions studied. Most of the participants have a medium or high level of values and beliefs, as well as communication skills. Regarding teamwork, although there is a majority with a medium level, participants with a high and low level were also identified. These findings serve as a solid foundation to understand the organizational culture of the study group and provide recommendations for the development and strengthening of specific aspects in each dimension analyzed.

Table 10: Level of perception of the dimensions of Organizational Culture in the workers of a private company.

| | Values and beliefs | | | Communication | | | Teamwork | | |
|-------|--------------------|--------|----|---------------|--------|----|----------|--------|----|
| | n | % of n | T | n | % of n | T | n | % of n | T |
| Low | 0 | 0,0% | 0 | 0 | 0,0% | 0 | 3 | 3,8% | 3 |
| Half | 43 | 53,8% | 43 | 38 | 47,5% | 38 | 47 | 58,8% | 47 |
| High | 37 | 46,3% | 37 | 42 | 52,5% | 42 | 30 | 37,5% | 30 |
| Total | 80 | 100% | 80 | 80 | 100% | 80 | 80 | 100% | 80 |

Source: Own elaboration.

The results showed in the regression analysis, which evaluated between organizational culture and workers' motivation; that the constant is significant (coefficient of 0.989, t-value of 2.971, $p < 0.004$). Communication (coefficient of 0.200, t-value of 2.128, $p < 0.037$) and teamwork (coefficient of 0.210, t-value of 2.465, $p < 0.016$) are positively associated with motivation. However, values and beliefs do not show a significant

relationship (coefficient of 0.107, t-value of 1.176, $p > 0.243$). These results suggest that effective communication and a collaborative environment are crucial factors in boosting employee motivation in the studied context.

Table 11: Regression Analysis Results.

| | Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|--------------------|-----------------------------|-------------|---------------------------|-------|------|
| | | B | Desv. Error | Beta | | |
| 1 | (Constant) | ,989 | ,333 | | 2,971 | ,004 |
| | Values and beliefs | ,107 | ,091 | ,123 | 1,176 | ,243 |
| | Communication | ,200 | ,094 | ,231 | 2,128 | ,037 |
| | Teamwork | ,210 | ,085 | ,266 | 2,465 | ,016 |

Source: Dependent variable: Motivational effect.

IV. DISCUSSION

In general, the derivations of the research carried out showed in Table 3 a p-value = 0.000 (whose result is less than $\alpha = 0.05$) which indicates that the organizational culture is related to the motivational effect of the personnel of the private organization under study. These findings are consistent with previous research by Condori [26] who, in his results with a highly significant incidence with $Rho = 0.875$, concludes that if organizational culture increases, motivation will also increase. Likewise, La Cotera Vega [2] had in his research a result of p-value = < 0.05 , concluding that the organizational culture has a high relationship with the enthusiasm of the workers. In particular, the research by Condori [26] found that increasing the organizational culture is associated with an increase in the motivation of the workers, which suggests that the leaders of the company under study can improve the motivation of their employees by implementing a culture stronger organization.

On the other hand, the findings of Cordero et al. [5] indicate that work culture and psychological well-being are the most important characteristics in organizational culture for worker satisfaction. Compared with the results of previous studies, it is evident that organizational culture is a very important element in the motivation of human resources, for this, it is necessary for companies to understand and promote an adequate organizational culture to motivate and improve performance and work exercise of its employees. Previous studies have realized the importance of involvement, consistency and adaptability, psychological well-being, the possibility of progress and a good work environment to promote worker motivation. In addition, future studies could focus on how organizational leaders can foster employee culture, responsibility, and motivation.

In Table 5, a bilateral p-value = 0.158 (which is greater than $\alpha = 0.05$) was observed between the motivational effect, values and beliefs, which shows the little relationship that exists between them; This finding is contrasted with the study by Saavedra [7] who identified a hierarchical organizational culture that did not correspond to the goals and values desired by the company. On the one hand, their results suggest that efforts to optimize the enthusiasm of private organization employees should not focus exclusively on the values and beliefs that guide staff behavior. Instead, other components that may influence the motivation of employees should be explored, such as the type of leadership, economic incentives or job satisfaction; What leads to the research results and the relationship that was found between the motivational effect and the organizational culture may be due to the fact that the values and beliefs that workers practice influence the way in which they perform their work.

If employees identify with the principles and convictions of the organization, they will feel motivated to carry out their tasks effectively and with commitment. On the other hand, if they do not share these values and beliefs, they are likely to feel unmotivated and disengaged. In any case, the results obtained open the door to future research on this topic. It would be interesting to delve into how organizational culture can be improved so that it has an effective impact on worker motivation. In addition, it would be interesting to study how companies can work on the implementation of their own values and beliefs to foster a positive organizational culture.

The results were evidenced in Table 7, the p-value = 0.004 (which is less than $\alpha = 0.05$) which indicates the correlation between the motivational effect of the workers who received more effective and constant communication from the company; These derivations are consistent with what was found by Saavedra [7] and Jurado Quispe [9] in their investigations, in which they conclude that there is a high correspondence between the organizational culture and the motivation of the workers, while communication is a part fundamental. In the case of the current investigation, it can be inferred that communication, being a key part of the organizational culture, has a revealing correspondence with the motivation of the workers; Likewise, the results obtained by Flórez Meriño et al. [8] in his international study, where he determined that labor flexibility and fair remuneration were important elements when motivating the worker.

Also, it was possible to verify that communication is a key factor in the motivation of these, since the lack of this can lead to demotivation and job discontent, as suggested by the study by Jurado Quispe [9] at the national level. Another important aspect that could be evidenced in the present study is that, although communication is a key factor in the motivational effect, it is not the only one. There are other factors such as fair remuneration, a good work environment, job security, labor flexibility, among others, that also influence worker motivation, as suggested by the study by Flórez Meriño et al. [8] in the international arena; In this sense, it is essential that companies consider the impact that these factors may have on the motivation of their workers and, consequently, design incentive and benefit policies that are consistent with their expectations and needs.

It is important to highlight that, although the research found a revealing relationship between the motivational effect and the communication received by workers, it cannot be affirmed that communication is the only variable that influences work motivation. Like any other complex phenomenon, work motivation is the result of the interaction of multiple factors, such as the work environment, interpersonal relationships, recognition and job satisfaction, among others. In fact, studies such as those by Flórez Meriño et al. [8] suggest that worker perceptions of organizational fairness and pay equity may be important predictors of work motivation.

Table 9 shows the bilateral p-value obtained was 0.002 (which is less than $\alpha = 0.05$), thus, the motivational effect is related to the teamwork of the workers; and the derivations obtained from this study coincide with the successes in Chile by Ramírez-Vielma and Nazar [6] regarding the positive relationship between the motivational effect and job performance. In this case, a significant correlation was found with teamwork,

which suggests and can be inferred that motivational initiatives can have a positive mark on collaboration and coordination among workers in an organization.

Also, the results of La Cotera Vega [2] also support the idea that organizational culture can influence worker motivation. Taken together, these results suggest that motivational and cultural factors may be key to improving job performance in an organization. It is important to highlight that, although the study by Ramírez-Vielma and Nazar [6] was focused on individual performance, the results show a positive agreement between the characteristics motivational and adaptive and proactive work, which reinforces the idea that enthusiasm is an important element in performance employment, both individually and collectively. Regarding the present investigation, it is indicated that there is a moderate relationship between the motivational effect and teamwork.

It should be noted that, although the results obtained support the proposed hypothesis, it is necessary to consider some limitations of the study. First, the sample was taken from a single private company, which may determine the extent of the conclusions. to other companies or work contexts. Secondly, the study focused only on the concordance between the motivational effect and teamwork, omitting the possible influence of other factors in this relationship such as communication, collaboration, trust in colleagues, among other aspects, which also influence.

V. CONCLUSIONS

It was possible to examine the concordance between the motivational effect and the organizational culture of the workers of the private company under study; having a Spearman correlation coefficient of 0.504, which shows the presence of a positive and significant correspondence, indicating that an adequate organizational culture can have an effective motivational effect on workers. However, it is important to note the following limitations of this study. First, the research focused on a single private company, which restricts the generalization of the results to other contexts or industries. Furthermore, the study was based on self-report data, which could have introduced biases and limitations related to the accuracy and validity of the participants' responses. For future research, it would be valuable to further explore how organizational leaders can foster culture, responsibility, and employee motivation. In addition, other factors could be investigated that could influence the relationship between organizational culture and motivation, such as leadership, diversity in the workplace, or reward and recognition policies.

Likewise, it was possible to determine the relationship of the motivational effect with the principles and convictions of the workers of the private company under study, where the percentage of Spearman's relationship is 0.504, which reveals a weak correspondence of the motivational effect experienced by the employees. Workers of the company and the values and beliefs they practice. These results are consistent with previous studies that have indicated the existence of a hierarchical organizational culture in the company that is not fully aligned with the desired objectives and values, which suggests that efforts to improve employee motivation are not focused exclusively on values and beliefs, but other relevant factors are also considered, such as the type of leadership, economic incentives or job satisfaction. In addition, it is necessary to recognize the limitations of this research and present opportunities for future research, it is suggested to delve into how companies can improve their organizational culture to achieve effective worker motivation. It would also be valuable to explore the implementation of the company's own values and beliefs to promote a more favorable organizational culture. These lines of research can provide useful perspectives to improve the relationship between the motivational effect and the principles and convictions of the workers.

On the other hand, it was possible to determine the relationship of the motivational effect with the communication practiced by the workers of the private company under study; having a correlation coefficient of 0.318, which reveals a positive correspondence between both characteristics, which implies that as communication in the company improves, the motivational effect on workers will also be strengthened. However, it is important to note that these findings are specific to the sample and context studied, and it should also be noted that communication is not the only factor influencing work motivation. It is suggested that future research consider other relevant aspects, such as the work environment, interpersonal relationships and job satisfaction, in order to obtain a more complete and precise understanding of the determinants of motivation in the work environment.

Finally, it was possible to determine the analogy between the motivational effect and teamwork, of the workers of the private company under study, with a Spearman relationship percentage of 0.334, which shows a significant relationship between both categories. Characteristics, this suggests that even if workers feel motivated it can have a positive impact on their ability to collaborate and work as a team, which in turn can improve the efficiency and production of the company. However, it is important to note some limitations of this study. First, the sample was taken from a single private company, so the results may not be generalizable to other organizations or work contexts. Furthermore, the study focused solely on the relationship between the motivational effect and teamwork, without considering the possible influence of other important factors such as communication, collaboration, and trust in coworkers. Therefore, future research could delve into these aspects and how they influence the relationship between motivation and teamwork in different work environments.

VI. DECLARATIONS

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VII. REFERENCES

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