

Organizational Culture, Job Satisfaction and Performance, The Mediating Role of Innovation and Motivation: Evidence Form Workplaces in Pakistan

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Abstract

The essential point of this study is to examine the connections among hierarchical culture, advancement, inspiration, work fulfillment, and execution. A hypothetical structure is proposed to represent how hierarchical culture can either empower or limit development straightforwardly or through inspiration. Also, these elements are placed to intercede work fulfillment. The review presents a bidirectional relationship recommending that work fulfillment can likewise impact development, adjusting the models proposed by Naranjo Valencia et al. (2016) and Cameron and Quinn (1999). The Contending Values Structure by Cameron and Quinn classifies hierarchical culture into four sorts: group, adhocracy, pecking order, and market culture. Experimental approval was directed through information gathered from 200 respondents of different socioeconomics and areas in Pakistan, using Likert scale polls and examined by means of PLS CFA and SEM methods. The discoveries demonstrate that hierarchical culture can either work with development, consequently upgrading position fulfillment and execution, or go about as an obstruction, contingent upon the social standards and values advanced. In particular, the review distinguishes adhocracy culture as helpful for advancement, work fulfillment, and execution, while various leveled culture will in general hinder them. These outcomes highlight the critical effect of hierarchical culture type on development, interceded firmly by inspiration, and feature the complementary connection among advancement and occupation fulfillment. Additionally, work fulfillment seems to advance development also. These bits of knowledge are important for Pakistani associations trying to use advancement for upper hand and upgrade authoritative viability. By encouraging a culture that embraces development, associations might possibly help work fulfillment and by and large representative execution. Eventually, this study upholds the thought that hierarchical culture assumes a critical part in improving worker work execution.

Keywords: Organizational culture; Innovation; Performance; Motivation; Job Satisfaction; Clan; Adhocracy; Hierarchy; Market culture; SEM; CFA

1.1 Introduction

In today's constantly changing business environment, organizations irrespective of their size and industry needs to evolve and renew themselves if they intend to thrive and not just survive, this could only be possible by embedding deep roots of innovation in the organizational culture which in return enhances the firm's overall performance. Innovation is crucial for an organization in

many ways, such as to improve performance, add value, and above all attain a competitive advantage (Gloet & Terziovski, 2004). If the organizations depend on innovation as the basis of their survival, they foremostly need to change the culture prevailing in their organization to better respond to it (Tan, Lee, & Chiu, 2008). One of the essential variables considered to emphatically affect development is the Hierarchical culture (Buschgens, Bausch, and Balkin, 2013) it might lead the individuals from the association to acknowledge advancement as a key worth and to feel more engaged with the business (Hartmann, 2006). Culture is an essential determinant of development; Culture has various components which can improve or repress the inclination to enhance. Additionally, the way of life of development should be matched against the fitting hierarchical setting. One mix-up is to look at the way of life of an association in seclusion, and, surprisingly, greater misstep is to distinguish one sort of culture and present it as an explanation of absence of development just. (Ahmed, 1998) As proposed by (Cameron and Quinn, 2011) the four different hierarchical social sorts significantly affect development system. Some culture will in general consider development as a guiding principle and a hidden culture and some will in general take development just a gamble driving towards misfortune because of which it is not really an aspect of representative's responsibilities. Cameron and Quinn (1999) structure characterizes the four kinds of culture - Family, Adhocracy, Market and Ordered progression utilizing two aspects which are - Adaptability and prudence versus strength and control, and outside center versus inner concentration and mix joining these two aspects and making a grid with four bunches. Hierarchical culture can both have a positive as well as adverse consequence on the representative execution either straightforwardly or by implication relying on the kind of culture being drilled over. Representative execution alludes to the capacity of workers to play out their errands really with the negligible and productive utilization of assets and achieve individual as well as the authoritative objectives (Draft, 2000). The organizational culture promoting flexibility, risk-taking and freedom to communicate and practice can yield the best output achieving competitive advantage whereas the culture with rigidity, stability and centralized decision making is observed to experience high turnover as well as is at a stake of survival in today's everchanging environment due to the inefficient output by the ineffective workers. This study is conducted to show that there exists a strong link between these variables and hypothesizes innovation and motivation mediates a strong role between organizational culture types and employee performance as well as organizational culture and job satisfaction.

1.2 Problem Statement

Nowadays, the main pressing issue of each and every association is Development (Tohidi and Jabbari, 2012). It unnerves the associations since it is undeniably connected to gamble yet on the off chance that they don't face this challenge they will be left a long way behind in this quick moving time. Virtually all organizations discuss the significance of doing advancement, out of them many attempt to carry out it and not very many really prevail with regards to making it happen (Ahmed, 1998). Development is usually viewed as the most essential means for execution improvement in an association (Park, Tseng, and Kim, 2015) But these imaginative practices emphatically impact the singular work fulfillment in the association and is decidedly connected with it. Yet, in specific case representatives are impervious to change brought about by the development while others appear to see it as an extraordinary open door. There exists confusion among the personalities of individuals that work fulfillment is same as inspiration, these the two factors are firmly connected with one another yet are not comparative (Kabir, 2011) Inspiration is one of the element among numerous that assumes a crucial part in making position fulfillment

among the representatives, it alludes to the eagerness to apply elevated degrees of exertion towards hierarchical objectives. In this examination we will attempt to figure out how inspiration similarly development assumes the mediatory part among culture and occupation fulfillment and culture and execution and straightforwardly influences the exhibition and fulfillment level of the workers. The essential determinant for advancement is Authoritative culture. The different components of culture effectively cultivate or repress development (ahmed, 1998). Numerous associations neglect to effectively execute their advancement techniques since they don't understand genuine prerequisite of being imaginative isn't simply the assets rather it is the Hierarchical culture. Culture and development remain inseparable. Fruitful organizations like Apple, 3M, The Body Shop doesn't zero in on item and specialized advancement yet rather through the making of proper culture and environment, the heads of such organizations burn through impressive measure of energy, energy and time in building hierarchical culture that backings and make development (ahmed, 1998).

1.3 Gap Analysis

Regardless of the significance given to culture as an energizer for development, experimental exploration on the subject is to some degree restricted. There are a couple of studies that have experimentally explored the connections between hierarchical culture, its developments and company's presentation (martins and terblanche, 2003). While, there has been critical exploration in the writing to investigate the effect of authoritative culture on worker execution and efficiency (Jasim Uddin, Luva, and Maroof Hossian, 2012) One more review was led to figure out the connection between authoritative culture and representative inspiration yet just two social sorts that is various leveled (regulatory) and Adhocracy (steady) were examined, tribe and market culture remained un investigated (Yusof, Said, and Ali, 2016). A review was led to investigate the connection between the representatives' view of development practice and occupation fulfillment and to look at in the event that hierarchical development prompts work inspiration from a worker's discernment yet it just incorporated the public area workers though a wide cluster of hierarchical qualities ought to essentially be thought of and work fulfillment isn't fabricated exclusively on advancement itself, the exploration could have included different attributes like execution or the relational connections. (Park, Tseng, and Kim, 2015) In Pakistan Not many and restricted Examinations in regards to culture have been led that excessively just for recognizing the connection among culture and execution (Shahzad, 2014) (nazir and zamir, 2015), one more review with an extremely limited extension was led to distinguish the effect of hierarchical culture on the representative execution through authoritative development yet just in the financial area of Pakistan, in spite of the way that advancement shifts with the size and the area of the firm (Shaukat, Shakeel, and Imran, 2012). What the writing presently can't seem to recognize is, that the thing sort of culture explicitly upgrades or hinder execution and besides, the explores done on the significance of hierarchical culture as a urgent driver of development is as yet more extraordinary particularly in the Pakistani setting. Thus, a system is required which permits order of social qualities without residuals, to draw practical examinations regarding the standards by which they are gathered, and to evaluate their relationship with hierarchical development (buschgens, bausch, & balkin, 2013) The past studies indicate that organizational culture strongly influence innovation, motivation, job satisfaction and job performance respectively and differently depending on the situation, organization or sector, but very limited research has been conducted that showed that organizational culture can altogether at one time can affect these variables and how they are strongly interconnected. The past studies suggest that the researchers in future should conduct the research work to identify what role is played by organizational culture not only in increasing the

employee performance and job satisfaction but also creating innovative behaviors among the organizational members in this competitive era. Therefore, this study is conducted to fill this gap in the literature by reviewing the cultural types in detail and their impact on the associated variables. For this, we used the model proposed by (Cameron & Quinn, 2011) called as the competing values framework (CVF) which is the most widely used framework despite of other typologies of organizational culture (Wallach, 1983) (Reigle, 2001)

1.4 Research Objectives

This study focuses on examining that which cultural type among the four has what effect firstly on the innovation and then on motivation. This examination additionally expects to individually figure out the immediate effect of inspiration on the development and the impact of these two arbitrators on execution and occupation fulfillment. The reason for the current review is to give a basic survey of the connection between hierarchical culture with development, inspiration, work fulfillment and execution. It likewise dissected the significance of hierarchical culture as a critical supporter of development tool to look at the interceding job of development as well as inspiration in the connection between authoritative culture, work fulfillment and execution. Cameron and Quinn (1999) Contending values system (CVF) is utilized to make sense of the connection between authoritative culture and advancement which is the most broadly utilized structure. The point of this exploration is to distinguish and concentrate on the connections between culture, advancement, inspiration, work fulfillment and execution. The way of life development, first and foremost, connection will be recognized, then the inspiration advancement interface, then development execution and development work fulfillment lastly then inspiration execution connection and inspiration work fulfillment. One more point of this study is to break down exhaustively which of the hierarchical social sort among the four to be specific; Adhocracy, tribe, progressive system and Market culture encourages or represses authoritative development. In this examination we likewise plan to investigate the interceding impact of advancement and inspiration. That what intercession job is played by development in first and foremost between the connection among culture and execution and afterward culture and occupation fulfillment. Additionally, the intercession impact of inspiration is researched in this concentrate among culture and execution, then culture and occupation fulfillment. This research aims to find out the overall impact of the model on employee performance and job satisfaction and to identify that how a work satisfaction affects the employee and organizational performance. Finally, this research aimed to hypothesize that job satisfaction positively influence innovation and has a positive direct impact on it.

1.5. Research question

Following are the exploration inquiries of the review:

- Does there exist a strong link between OC, innovation, motivation, JS and performance?
- Does organizational social sorts (Adhocracy, Tribe, Market, and Progressive system) directly foster or inhibit innovation?
- How organizational cultures affect the motivational level of employees?
- Is there any association between motivation and innovation?
- How innovation mediates the role between OC and EP?
- How motivation plays mediatory role between culture and performance?
- Does organizational culture influence the employee performance?
- How organizational cultures affect job satisfaction?
- What effect does job satisfaction has on innovation?

1.6 Research Significance

This study fulfills an acknowledged necessity of empirically finding out the crucial part of OC in promoting innovation is still rare in Pakistan. It will help the decision makers of the organizations operating in different sectors of Pakistan to identify which culture to implement for organizational innovation which directly affects the employee performance. It will help different business sectors to achieve competitive advantage and to help them provide ways for motivating innovative behavior among their employees and other members so they can better achieve the organizational goals effectively and efficiently. The suggestions given in this paper will help associations which are looking for to be competitive and responsive to the changes occurring around them by successfully introducing and implementing the innovation strategies. This study will also help the management in bringing innovation through improved and flexible organizational culture so as to make the best use of perfect individuals with flawless timing and to utilize hierarchical assets. It would likewise assist the associations with distinguishing how they ought to encourage societies with outer and adaptability directions.

2. Review of Literature

The purpose of this study is to examine the influence and impact of organizational culture on employee performance and job satisfaction through the mediating effect of innovation and motivation. This chapter will review the relevant variables that construct the hypothesized model; organizational culture, innovation, motivation, job satisfaction and performance.

2.1. organizational culture

Many researchers since past several years have been identifying the nature, concept and effect of organizational culture on the overall organization's wellbeing. Culture can formally be defined as "a pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems" (Schein, 2010). Most commonly stated it is, "the way of doing things around" or "the way of life". Many scholars and theorists have been identifying the basic concept of Organizational culture and as a result numerous definitions have been developed. In the simplest form, it can be stated as, the set of values and beliefs shared by the members of the organization to describe how things should be done internally as well as externally. Organizational culture or corporate culture is often defined as a set of shared values and beliefs that produce an everlasting effect on the behaviors and actions of the employees. It can be the most appropriate to consider Culture as the personality of an organization. It is a combination of a company's vision, values, practices, assumptions and the environment. Common elements can be found in all of these definitions. A large number of studies have been conducted to examine the factors most likely to be influenced by the organizational culture. A large volume of studies has examined the strong relationship between innovation and organizational culture. (Sharifirad, 2012) in his study identified the influence of organizational culture on innovation and with the findings concluded that innovation can only flow in the organization if the organizational culture supports it. According to a research finding, Organizational culture that has the capacity to absorb innovation are the one that are most successful in today's competitive era because Organizational culture appears to have a strong impact on innovation and creativity in an organization. (Martins & Terblanche, 2003) Research results by the (Baker & Sinkula, 2007) clearly indicated that The organizations that are most adaptable and flexible to change are most likely to be associated with innovative orientation and this study was further verified when the research findings of the study

conducted by (Child, 1973) indicated that the existence of strict rules, regulations and formalization of activities leads to poor participation of the member and limit their capacity to risk innovation. To better identify which cultural type has a positive and negative effect on innovation, we examine the dimensions of the CVF model in terms of their relationship with innovation. These previous studies provide evidence of the CVF framework that the four different organizational cultural types have different effect on innovation strategy and moreover, how Clan and Adhocracy culture are the heart of innovation whereas hierarchy culture acts as a barrier towards it. Other studies also reveal that the impact of culture on the output and firm's effectiveness is so strong that the organizations aiming to become the leaders of their industry could not afford to ignore it. Thus, this impact and relationship between culture and performance becomes even stronger, direct and positive in the presence of innovation and creativity Similarly, (Uzkurt, Kumar, Kimzan, & Eminog̃lu, 2013) in their study identified the impact of organizational culture on firm's performance via the mediation of innovation and the findings highlighted that organizational culture has a significant positive effect on performance which gets even better in the presence of the organizational innovation. Therefore, the research findings proposed that innovation plays a vital mediatory role in this relationship.

2.2. Innovation

As stated by (Damanpour & Gopalakrishnan , 2001) In this unique and tempestuous climate, development is ordinarily viewed as the essential driver for long haul authoritative achievement. In the present speedy period, development is the main worry of each and every association (tohidi and jabbari, 2012) in light of the fact that the top situation in the business is currently at this point not a hold of a couple; it can now be achieved by any serious organization embracing advancement. Something enhances the association and is open for anybody able to scale the professional bureaucracy and to face challenge. Actually advancement, generally, terrifies associations since it is unavoidably connected to risk. Many organizations offer empty talk to the power and advantages of development. Generally, most stay disinclined to the forceful venture and responsibility that advancement requests. Rather they fiddle with development and innovativeness. Nonetheless, becoming imaginative requests more than discussion and assets; it requires a hierarchical culture that continually directs authoritative individuals to take a stab at development and an environment that is helpful for inventiveness. Development is all encompassing in nature. It covers the whole scope of exercises important to offer some benefit to clients and a palatable re-visitation of the business (ahmed, 1998) The writing gives an extremely impressive connection in regards to the development culture relationship though the connection among advancement and worker execution has likewise been concentrated on by numerous scientists. Many investigations have proposed a beneficial outcome of development on execution (Damanpour & Gopalakrishnan , 2001) (Roberts & Amit, 2003). Many researches stresses upon the idea that innovation improves the overall firm performance. (Uzkurt, Kumar, Kimzan, & Eminog̃lu, 2013) in their study concluded that innovation plays a vital role in improving the firms performance and the Organizations try to impact the quantity and quality of their innovations which in turn is expected to lead to improved firm performance. Since already a lot of work has been done on innovation and its impact on different variables, we in this research identified the crucial and vital role played by innovation as a dependent, independent and mediatory variable in the Pakistani organizations.

2.3. Motivation

Inspiration is a multi-layered peculiarity that has drawn in light of a legitimate concern for researchers since the finish of the nineteenth 100 years and has brought about a scope of hypothetical models Existing writing surmises that there is a positive and solid impact of culture on the inspiration of representatives that at last influences the exhibition and occupation fulfillment. As per (hartmann, 2006) The way of life of an association assumes a crucial part in rousing the workers for imaginative way of behaving and accomplishing the ideal way of behaving by making areas of strength for an of responsibility among them. A review was led by (Panagiotis, Alexandros, and George, 2014) to distinguish the relationship of culture and persuasive elements of the representatives, consequence of the concentrate plainly exhibits that in the pecking order culture type the inspirational level was viewed as low while there was viewed as a positive connection between different societies like adhocracy, tribe and market. Many investigations give proof that the profoundly energetic the representatives are, the better they will perform expanding the efficiency and prosperity of by and large association. Inspiration is straightforwardly and decidedly associated with the way of life of an association. On the off chance that the way of life is having unbending designs and formal strategies, the representatives is by all accounts less roused, for example, in progressive system culture however rather than this the workers are bound to be profoundly or respectably spurred in adhocracy, group and market culture because of their adaptability, receptiveness to correspondence, flexibility, worker commitment in the choices and thoughts taken by the pioneers since there is a proof that overall all societies that improve participation and cooperation are probably going to emphatically affect execution (petty, 1995) Thusly, this study is led to show the immediate or roundabout (mediatory) job of inspiration in the connection between the way of life and the exhibition also fulfillment level of representatives working in the association.

2.4. Job satisfaction

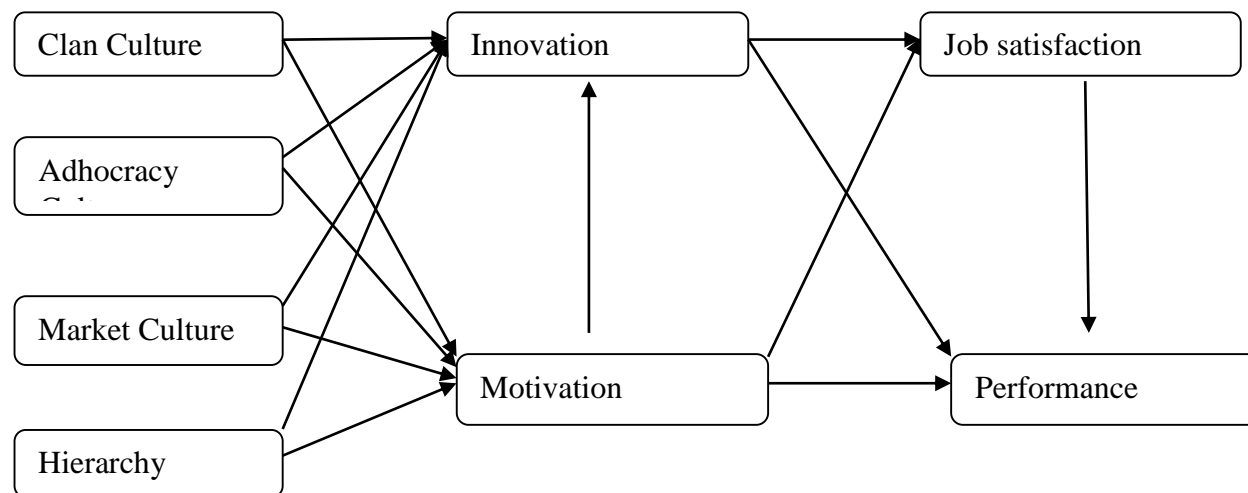
In writing, exceptionally less examinations have been led to distinguish the connection between work fulfillment and different hierarchical factors including responsibility. None of the examinations have analyzed the relationship inside the structure of corporate societies, to fill this hole (Lund, 2003) in his review explored the effect of authoritative social sorts on work fulfillment. The consequences of the review showed that the work fulfillment level changed across corporate culture typology. From this exploration we presumed that faction , market and adhocracy culture cultivates the elevated degree of occupation fulfillment thusly the pioneers who plan to increment work fulfillment ought to construct a creative culture that advances unwaveringness, trust, attachment and energizes business though the pecking order culture involves a low degree of occupation fulfillment among the representatives because of the regulatory design .Along these lines, it is exceptionally obvious from the outcome that hierarchical culture and occupation fulfillment are firmly connected with one another and can have a positive and adverse consequence relying on the way of life being drilled. (Park, Tseng, and Kim, the Effect of Development on Occupation Fulfillment: Proof from U.S Government Organizations, 2015) . The discoveries of the exploration showed that there is a positive effect of development on work fulfillment. Consequently, we led this examination to figure out the person as well as consolidated impact of culture, advancement and inspiration on the worker work fulfillment.

2.5. Performance

The EP would be considered as spine association as it prompts really. Worker execution implies adding to creating a top notch item or administration. Execution has been seen distinctively by different specialists, yet the vast majority of the researchers relate execution with estimation of transactional efficiency and adequacy towards hierarchical objectives. Understanding individual representative execution is an orderly way to deal with doling out work and assumptions, supporting and empowering representative endeavors, giving evaluation and input. Likewise administrators ought to comprehend representative execution is assisting with lessening vulnerabilities of association regarding hierarchical efficiency and its general adequacy. Hierarchical culture makes sense of what representatives think and settle on choices that eventually mean for the presentation. Various investigations have been directed to show that a relationship exists among culture and execution and it has been recognized that there exist a critical relationship between Hierarchical Culture and Representative execution. In the event that the individuals from the association have normal convictions, values and discernments they are bound to perform better, be helpful with one another to accomplish their objectives (Eric, 2010). Among many studies conducted in Pakistan, one study by (Shahzad, 2014) was related to identifying the impact of OC on EP in specifically the software houses, and it was concluded that these both variables have a significant positive relationship. There are several factors and components of performance which to a great extent affects the culture of an organization. As stated by (Shahzad, 2014) it include employee participation, risktaking and innovation, rewards system, openness of communication, customer service orientation whereas, (Stannack, 1996) identified motivation, capability, context and job satisfaction that highly affect the performance of employees.

3.1 Conceptual Model

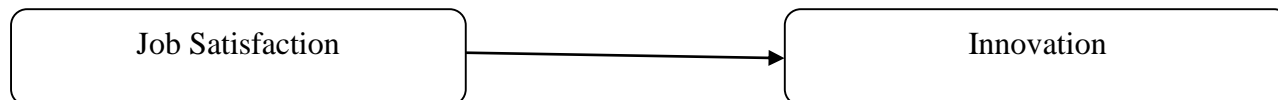
Model 1



The following diagram shows the relationship between the variables and what impact do they have on each other. Firstly, it shows the impact of the four different OC on innovation, here culture is an INDV and innovation is a DV. Secondly, the model shows the effect of OC on motivation where OC is an IND variable and motivation is a DV. It shows the relationship between motivation and innovation. Here, motivation is an IND variable and innovation is a DV.

The model then shows the effect of innovation on job satisfaction and performance respectively. Here, innovation is INDV and JS and performance DV. Finally, the model shows the influence of motivation on job satisfaction and performance respectively. Here, motivation is an INDV and JS and performance are DV.

Model 2



In the diagram shown above, the model clearly shows the relationship between two variables. Here the INDV is JS and DV is innovation. This model aims to identify the influence of JS on innovation.

3.2 Hypotheses of The Study

H1: Adhocracy culture emphatically influences advancement.

H2: Adhocracy culture decidedly influences inspiration.

H 3: Family culture emphatically influences development.

H4: Group culture emphatically influences inspiration.

H5: Hierarchy culture positively affects innovation.

H6: Hierarchy culture positively affects motivation.

H7: Market culture emphatically influences advancement.

H8: Market culture decidedly influences inspiration.

H9: Inspiration decidedly impacts development.

H10: Inspiration emphatically impacts work fulfillment.

H11: Inspiration decidedly influences execution.

H12: Development emphatically impacts work fulfillment.

H13: Development emphatically influences execution.

H14: Occupation fulfillment emphatically affects execution.

3.3.1. Mediating Role of Innovation and Motivation

3.3.1.1. Role of Innovation

Development is the driving force of progress and in the present wildly serious climate opposing change is risky. Organizations can't safeguard themselves from change no matter what their greatness or the tremendousness of their ongoing asset bowl. Change, while it brings vulnerability and hazard, likewise sets out freedom. The critical driver of the association's capacity to change is advancement. In any case, essentially concluding that the association must be imaginative isn't adequate. That choice should be moved by activities that establish a climate wherein individuals are so OK with advancement that they make it. A component of the organization's authoritative culture is a development arranged culture, which comprises of: advancement arranged inspiration, imaginative capability, conduct in the creative circumstance, as well as the style and nature of the executives deciding the environment for development. The development situated culture might be characterized as the requirement for the most extreme number of creative plans to show up inside a specific period. Imaginative culture is a perspective and acting that makes, creates and lays out values and mentalities inside a firm, which may thus raise, acknowledge and uphold thoughts and changes including an improvement in the working and effectiveness of the firm, despite the fact

that such changes might mean a contention with regular and customary conduct Culture is an essential determinant of development. Ownership of positive social qualities gives the association essential fixings to advance. Culture has numerous components which can effectively improve or restrain the propensity to advance. Also the way of life of advancement should be matched against the fitting hierarchical setting. To look at culture in separation is a slip-up, and to just distinguish one kind of culture and propose it as the panacea to an association's absence of development is to intensify that error.

3.3.1.2. Role of Motivation

Inspiration comes from the Latin word *movere*, and that means to move or to convey. Inspiration is the power that continually initiates to move and perform things. Workers are inspired exclusively by cash, yet it will reflect by the manner in which the association runs their everyday exercises as their way of life. Hierarchical culture is a rudimentary piece of what incorporates the individuals from a gathering. All in all, workers should be allowed an opportunity to partake and associated with the association and this will make a positive inspiration inside the association. The administration wants to accept that their representatives are equipped for direction and controlling the circumstance. Hence, workers need to comprehend an authoritative culture as this will add to recognize and the outcome of the association

3.3.2. Moderating impact of culture on job satisfaction and performance

3.3.2.1. Impact On Performance

Hierarchical culture gives a system regard to the way of behaving of representatives in their working environment. Contingent upon the kind of culture that is made in an association, it can affect representative execution. An association where there is no participation between various divisions winds up having representatives working in storehouses or pursuing subverting the endeavors of different divisions which is unfavorable to the general soundness of the association. Hierarchical culture generally decides the exhibition of the workers. In this manner, it is in light of a legitimate concern for associations to dispense with negative factors that stoppage worker execution to encourage a positive working environment climate or a positive hierarchical culture.

3.3.2.2. Impact On Job Satisfaction

Work fulfillment is perhaps of the most often examined variable in hierarchical culture. As a rule, work fulfillment embodies a representative's felling about his/her work. Research, in any case, has uncovered that work fulfillment is a multi-faceted peculiarity, impacted by a few interior and outside factors, similar to the singular's qualities, standards, character and assumptions and the work's temperament, the valuable open doors gave and so on. Past examinations show that work fulfillment is a perplexing peculiarity, which doesn't occur in disconnection, however relies upon association factors, similar to structure, size, compensation, working circumstances and authority, every one of them comprising hierarchical environment and culture. Hierarchical culture can be elevated to work with the accomplishment of occupation fulfillment and authoritative objectives. Imaginative hierarchical societies appear to be the most emphatically connected with individual achievement, recommending that staff who see their working environments to be more powerful and pioneering have a more prominent feeling of fulfillment in their jobs (Belias & Koustelios, 2014)

3.3.2.3. Job Satisfaction Through Innovation

Work fulfillment has been firmly related with numerous hierarchical peculiarities, for example, inspiration, execution, initiative, demeanor, struggle, moral and so on. Specialists have endeavored to distinguish the different parts of occupation fulfillment, measure the general significance of every part of occupation fulfillment and inspect what impacts these parts have on representatives' efficiency. Advancing position fulfillment has been perceived as one of the critical impacts in further developing work execution (Smith, Kendall, and Hulin, 1969). The administrative development practice is one of the rousing method for improving in confidential area. In any case, it is as yet sketchy in the event that associations in the public area utilize a creative methodology as one of the spurring method for improving worker fulfillment as well as delivering proficiency. This is on the grounds that development capability under specific hierarchical settings is unexpected in the public area in comparison to it is in the confidential area. The connection among development and occupation fulfillment is worth investigation.

3.4. Effect of Organizational Culture and Its Four Types

From a theoretical perspective, organizational culture refers to the set of basic assumptions that have been accepted as valid assumptions because they worked well in the past (Martins & Terblanche, 2003). According to (Zammuto & Krakower, 1991) organizational culture refers to the ideas and values that aid in shaping the human behavior in an organization. It enables the members to understand and better perform the functions of the organization (Deshpande & Webster, 1989). And helps them to shape their behavior as well as improve the overall well-being of their organization (Schwartz & Davis, 1981). Organizational culture consist of a wide range of components that includes vision, mission, beliefs, values, norms, underlying assumptions, artifacts and many more that have been discussed by a number of researchers (Hogan & Coote, 2014) (Ahmed, 1998) (Martins & Terblanche, 2003) What has not been examined and explained in the writing is what kind of culture is the most appropriate for the association and improve or restrain development. To fill this hole, we utilized the model proposed by (Cameron and Quinn, 2011) called as the contending values system (CVF) which is the most broadly utilized structure in spite of different typologies of authoritative culture (Wallach, 1983) (Reigle, 2001). Cameron and Quinn (1999) system characterizes the four kinds of culture - Family, Adhocracy, Market and Order utilizing two aspects which are - Adaptability and circumspection versus solidness and control, and outer center versus inner concentration and mix joining these two aspects and making a lattice with four bunches. These four sorts are talked about under:

3.4.1 Clan Culture

The associations work more like a family and the individuals esteem union, trust and dependability. This culture is established in joint effort. Individuals share shared characteristics and see themselves as essential for one major family who are dynamic and involved. Administration appears as mentorship, and the association is limited by responsibilities and customs. The principal values are established in cooperation, correspondence and agreement. The pioneer or the pioneer plays the job of tutor or parental figure with an emphasis on coaching, sustaining and doing things together cooperatively.

3.4.2 Adhocracy Culture

A kind of culture encourage adaptability, change and flexibility yet keeps an essential spotlight on outside climate. The key qualities that adhocracy culture accentuates are inventiveness, business venture, development and chance taking. Such associations have pioneers and originators that

advance gamble taking and development. This culture depends on energy and innovativeness. Workers are urged to face challenges, and pioneers are viewed as trend-setters or business visionaries. The association is kept intact by trial and error, with an accentuation on individual inventiveness and opportunity. The fundamental beliefs depend on change and spryness. Facebook should be visible as a prototypical adhocracy association, in view of Chief Imprint Zuckerberg's renowned rebuke to, "Move quick and break things - except if you are breaking stuff, you are not moving quickly enough."

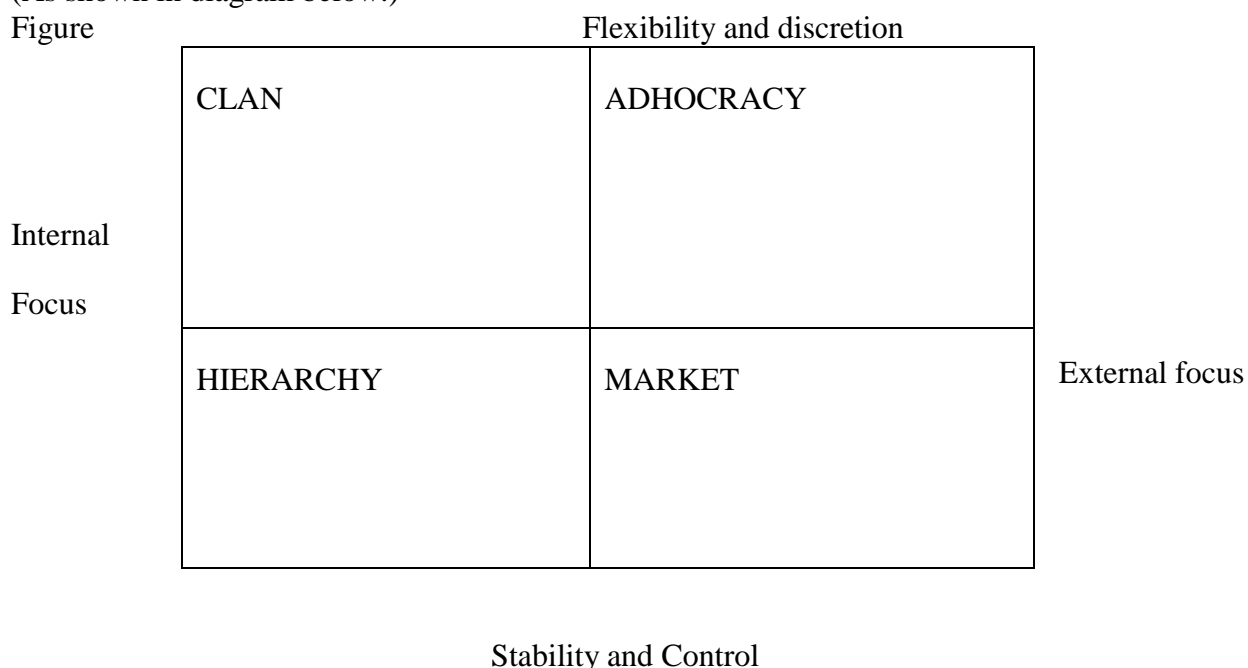
3.4.3 Hierarchy Culture

The organization practicing this culture has a formalized and structural workplace and consists of strict rules, regulations and policies that have to be followed by the employees, members and stakeholders. This culture is often referred as bureaucratic organizational structure. This culture is established on construction and control. The workplace is formal, with severe institutional strategies set up for direction. Initiative depends on coordinated coordination and checking, with a culture underscoring effectiveness and consistency. The qualities incorporate consistency and consistency. Consider cliché huge, regulatory associations like McDonald's, the military, or the Division of Engine Vehicles.

3.4.4 Market Culture

These cultures are outcome-driven, emphasizing performance, goal attainment, and achievements. Personal involvement of employees is minimal, with a primary emphasis on task completion. Leaders within this culture are typically goal-oriented, directive, and functional. It thrives on competitive dynamics and the pursuit of tangible outcomes. Leadership is characterized by a focus on goals, with leaders who are assertive and expect high standards. The organization is unified by a shared ambition to succeed and surpass competitors. Key values include market leadership and profitability. The framework illustrates how these four organizational cultures compete against each other. It assesses them based on parameters such as internal focus and integration versus external focus and differentiation, as well as stability and control versus flexibility and autonomy. (As shown in diagram below.)

Figure



4.1. Research Paradigm

The conceptual framework was developed based on the theoretical discussion. Independent variable and dependent variables are used in order to develop conceptual framework. This conceptual framework is logically developed, designed and elaborated.

4.2. Research Design

Based on the literature, the study will test some assumptions empirically in this analysis. This study found that there could be influential relationships among five variables namely organizational culture, innovation, motivation, job satisfaction and performance. The first and second hypothesis to draw from the literature is that is related to the flexible and adaptable organizational culture type i.e. adhocracy culture. It states that adhocracy culture has a positive impact on innovation and motivation hypothesis.

4.2.1. Causal and Quantitative

The sampling technique that has been used during this research is convenience sampling for lesser cost and to easily collect data through the most approachable participants. It is a non probability sampling technique that does not give an equal chance to every member of the population to get selected.

4.2.1.1. Confirmatory Factor Analysis (Cfa)

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
AC	0.539	0.773	0.750	0.554
CC	0.637	0.810	0.812	0.617
HC	0.847	0.870	0.907	0.764
INO	0.706	0.823	0.800	0.472
JPER	0.810	0.997	0.875	0.646
JS	0.537	0.805	0.778	0.578
MC	0.197	0.713	0.445	0.379
MOT	0.823	0.872	0.894	0.740

The results show that Constructs with high Cronbach's alpha, composite reliability, and AVE are more robust and reliable, while those with lower values may require reconsideration of item selection, construct definition, or measurement scale refinement. These measures are crucial in ensuring that the data collected accurately represents the constructs of interest in research studies.

4.2.2. Pilot Testing

To test the study hypothesis, we have used the structural equation model (SEM) whereas the testing has been gone through Smart PLS software. Moreover, to evaluate the indirect and direct effects of all the constructs the testing was done.

4.2.3. Normality Test

	Mean	Median	Observed min	Observed max	Standard deviation	Excess kurtosis	Skewness	Number of observations used	Cramér-von Mises test statistic	Cramér-von Mises p value
INO	0.000	0.036	-0.798	0.903	0.507	-0.924	0.002	198.000	0.310	0.000
JPER	0.000	0.238	-2.535	1.034	0.933	2.094	-1.779	198.000	5.013	0.000
JS	0.000	-0.088	-0.716	0.597	0.420	-1.271	-0.196	198.000	1.580	0.000
MOT	0.000	0.035	-0.777	1.210	0.477	0.846	0.885	198.000	1.903	0.000

4.2.4. Questionnaire / Instrument

In this study we have used the instruments that were already developed and validated by researchers and supported by many studies mentioned in literature review. The questionnaire was made in English language as it is being spoken and understands by majority of employees of different sectors.

4.2.4.1. Adopted

The items of the organizational culture are adopted from (Deshpande, Farley, & Webster, 1993). The starting three questions of Innovation are adopted from (Dobni, 2008) the last two are adopted from (ahmed, 1998).

The 3 items of Motivation are adopted from (Glaser , Zamanou, & Hacker, 1987)

3 items of Job satisfaction are adopted from (Glaser , Zamanou, & Hacker, 1987)

4 items of Performance are adopted from (Glaser , Zamanou, & Hacker, 1987)

4.2.4.2. Construct (Variable)

Clan culture (CC): in this construct I had three questions (CC1-CC3). These questions delve into various aspects of clan culture.

Adhocracy culture (AC): in this construct I had three questions (AC1-AC3). These questions delve into various aspects of Adhocracy culture.

Hierarchy culture (HC): in this construct I had three questions (HC1-HC3). These questions delve into various aspects of Hierarchy culture.

Market culture (MC): in this construct I had three questions (MC1-MC3). These questions delve into various aspects of market culture.

Innovation (INO): in this construct I had five questions (INO1-INO5). These questions delve into various aspects of innovation.

Job satisfaction (JS): in this construct I had three questions (JS1-JS3). These questions delve into various aspects of job satisfaction.

Motivation (MOT): in this construct I had three questions (MOT1-MOT3). These questions delve into various aspects of motivation.

Job performance (JPER): in this construct I had four questions (JPER1-JPER4). These questions delve into various aspects of job performance.

4.2.4.4. Likert Scale (Scholar Name)

A Five-point Likert scale was used ranging from strongly disagree (1) to strongly agree (5).

4.2.5. Measure Utilize

<u>S.No.</u>	<u>Construct</u>	<u>Code</u>	<u>No of items</u>	<u>Scholar citation</u>
<u>1.</u>	Clan culture	CC	<u>3</u>	Deshpande, Farley, & Webster
<u>2.</u>	Adhocracy culture	AC	<u>3</u>	
<u>3.</u>	Hierarchy culture	HC	<u>3</u>	
<u>4.</u>	Market culture	MC	<u>3</u>	
<u>5.</u>	Innovation	INO	<u>5</u>	
<u>6.</u>	Job satisfaction	JS	<u>3</u>	
<u>7.</u>	Motivation	MOT	<u>3</u>	
<u>8.</u>	Job performance	JPER	<u>4</u>	

4.2.6. Sample Framework Sample Size

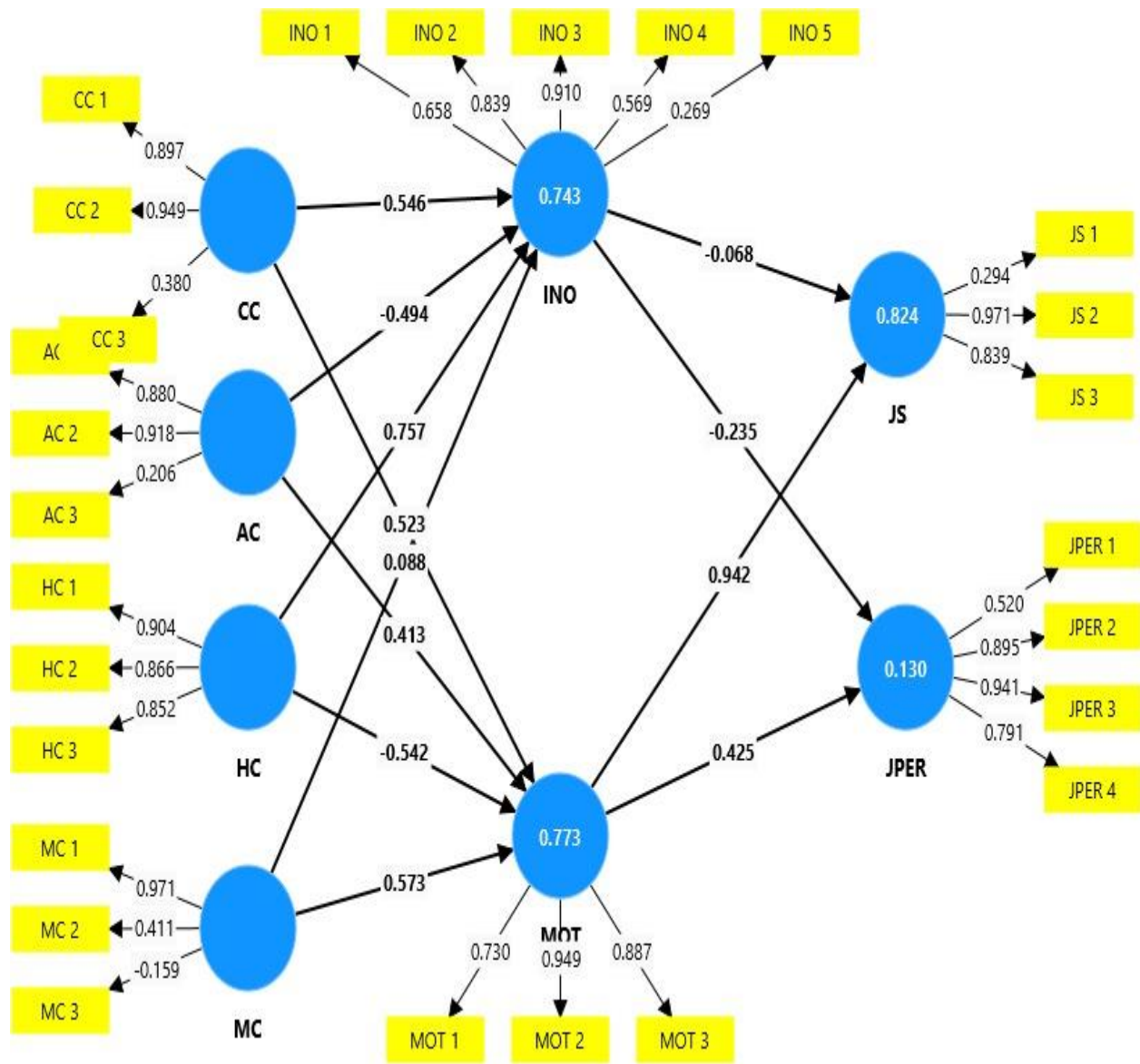
The study sample included 200 employees working in the different organizations and sectors of Pakistan because it is impossible to study the whole population.

4.2.7. Data Collection

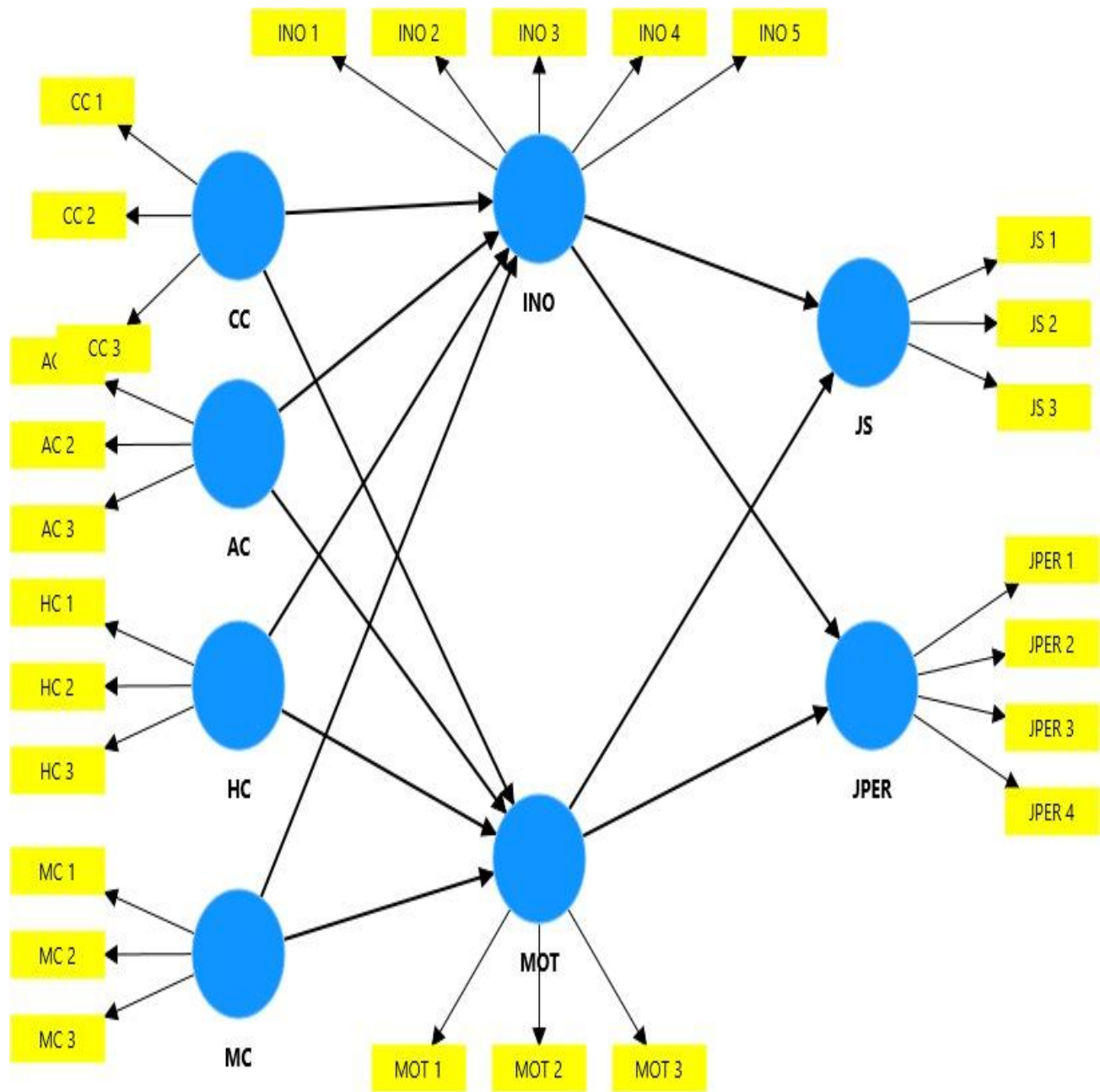
The primary data was collected through questionnaire filled by employees working in different organizations. The questionnaire mainly consisted of the two portions, the first was demographics and the other was having questions related to the dependent and independent variables. Five-point Likert scale ranging from strongly disagree (1) to strongly agree (5).

4.2.8. Descriptive Head

4.2.8.1. Measurement Model Assessment



4.2.8.2. Structural Model Assessment



5.Data Analysis and Result
5.1. Descriptive Statistics

the descriptive statistics are as follows:

5.2. Descriptive Analysis

Gender	Count	Percentage
Female	56	28%
Male	144	72%
Total	200	

Age (In Years)	Count	Percentage
21-25	74	37%
26-30	50	25%
31-35	36	18%
35-40	20	10%
40 and above	20	10%
Total	200	

Level of Education	count	Percentage
Bachelors	120	60%
Masters	60	30%
M.Phil	10	5%
PHD	10	5%
Other	0	0%
total	200	

Length of service	of count	
1-3 years	150	75%
3-6 years	30	15%
6-9 years	10	5%
10 years and above	10	5%
Total	200	

5.3. Results

Unwavering quality infers solidness of poll results. For the comparative objective populace, at whatever focuses the examiner reutilize the survey it will give comparable result. It shows inside consistency and repeatability of the study is high. The essential measure for unflinching quality is to avoid shamefulness in research. As such, it will in general be improved by testing the pursuit methodology and examination, as is finished using different exploration and assessment procedures or various analysts. This additionally consolidates the steadfastness and authenticity of the investigation.

5.4. Measurement Model Analysis (Loading Reliability and Validity Etc)

	AC	CC	HC	INO	JPER	JS	MC	MOT
AC 1	0.880							
AC 2	0.918							
AC 3	0.206							
CC 1		0.897						
CC 2		0.949						
CC 3		0.380						
HC 1			0.904					
HC 2			0.866					
HC 3			0.852					
INO 1				0.658				

INO 2				0.839				
INO 3				0.910				
INO 4				0.569				
INO 5				0.269				
JPER 1					0.520			
JPER 2					0.895			
JPER 3					0.941			
JPER 4					0.791			
JS 1						0.294		
JS 2						0.971		
JS 3						0.839		
MC 1							0.971	
MC 2							0.411	
MC 3							-0.159	
MOT 1								0.730
MOT 2								0.949
MOT 3								0.887

Mean	Median	Observed min	Observed max	Standard deviation	Excess kurtosis	Skewness	Number of observations used	Cramér-von Mises	Cramér-von
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									test statistic	Mises p value
INO	0.000	0.036	-0.798	0.903	0.507	-0.924	0.002	198.000	0.310	0.000
JPER	0.000	0.238	-2.535	1.034	0.933	2.094	-1.779	198.000	5.013	0.000
JS	0.000	-0.088	-0.716	0.597	0.420	-1.271	-0.196	198.000	1.580	0.000
MOT	0.000	0.035	-0.777	1.210	0.477	0.846	0.885	198.000	1.903	0.000

5.5. Structural Model Analysis (Path Coefficients)

	Path coefficients
AC -> INO	-0.494
AC -> MOT	0.413
CC -> INO	0.546
CC -> MOT	0.523
HC -> INO	0.757
HC -> MOT	-0.542
INO -> JPER	-0.235
INO -> JS	-0.068
MC -> INO	0.088
MC -> MOT	0.573
MOT -> JPER	0.425
MOT -> JS	0.942

Associations in Pakistan as of now battle with encouraging an imaginative culture, which is fundamental for improving representative execution and result. An essential justification behind Pakistan's slack in development is social mentalities that normally put trial and error for deeply grounded strategies down. This study expected to look at how hierarchical culture, development, and inspiration influence the work fulfillment and execution of representatives across different areas in Pakistan. It posted solid interconnections and huge impacts among these factors.

Authoritative culture was treated as an autonomous variable, while representative execution and occupation fulfillment were reliant factors, with development and inspiration filling in as both reliant and free factors across three speculations. These factors were recognized through a far reaching writing survey. The review sets that a unique hierarchical culture yields positive results, while a stale or unfortunate culture can unfavorably affect by and large representative and hierarchical prosperity. To investigate these social impacts, the exploration broke down four kinds of hierarchical culture — Adhocracy, Tribe, Order, and Market — and their underlying effects on development and inspiration, eventually affecting worker work fulfillment and execution. The Contending Values System (CVF) by Cameron and Quinn (1999) was utilized to explain the connection between authoritative culture and advancement, uncovering society's essential job in driving or preventing development. In particular, discoveries showed that Adhocracy culture fundamentally and emphatically upgrades development because of key qualities, for example, risk-taking, imagination, flexibility, and business. Likewise, Faction culture encourages advancement through shared values and joint effort. Alternately, Pecking order culture represses advancement with its unbending design, formalization, and centralization. Market culture upholds advancement somewhat, especially through client direction, albeit excessively forceful objective setting can reduce its constructive outcomes. The concentrate likewise investigated the connection among culture and inspiration, finding that Adhocracy culture emphatically affects inspiration, driving workers to be profoundly energetic. Alternately, Pecking order culture corresponds adversely with inspiration because of its unbending and formalized nature, bringing about lower inspiration levels among workers. Besides, the exploration laid out a huge positive effect of inspiration on development, featuring that roused workers are bound to participate in imaginative ways of behaving. This highlights the basic job of representative inspiration in driving hierarchical development. Concerning joins among advancement and occupation fulfillment/execution, the review presumed that development emphatically impacts both work fulfillment and execution. Creative associations will more often than not keep their workers fulfilled and useful, lining up with past exploration underlining development as vital for improving productivity and execution. In conclusion, the review affirmed that inspiration essentially upgrades work fulfillment and representative execution. Exceptionally energetic representatives regularly produce prevalent results and report higher fulfillment levels with their workplace. In outline, the examination highlights the significance of developing an imaginative, propelling authoritative culture in Pakistan to upgrade worker fulfillment, execution, and in general hierarchical achievement.

7. Conclusion

The idea of hierarchical culture fills in as an essential connection among people and their working environment. It satisfies a few vital capabilities inside an association: recognizing one substance from another, giving a feeling of character to workers, encouraging responsibility, and guaranteeing social soundness. Hierarchical culture capabilities as a system for sense-production and control, directing representative mentalities and ways of behaving. It incorporates values connected with self-acknowledgment (like accomplishment, self-awareness, and inner harmony), status improvement (counting benevolence and authority), and imaginative qualities (like independence and innovativeness).

In the present powerful business climate, associations should constantly adjust to satisfy developing client needs, no matter what their functional climate. Developing a culture that upholds development is urgent for upgrading worker acknowledgment of novel thoughts and further developing execution. This social direction can either work with or prevent development and

representative execution, making it a basic center region for associations of all sizes and ventures. In spite of various examinations underscoring the significance of development in hierarchical achievement, there stays a hole in the writing, especially with regards to Pakistan, in regards to the most reasonable kinds of authoritative culture for cultivating development. Besides, the effect of culture on inspiration and its part in representative exhibition and fulfillment have not been broadly explored. Tending to these holes, this study intends to investigate the joined impacts of different social sorts on advancement, inspiration, work fulfillment, and execution inside Pakistani associations. This quantitative exploration utilizes an example size of 200 workers across various areas, dissecting information utilizing Shrewd PLS programming. The discoveries highlight a huge and positive relationship between's hierarchical culture, development, inspiration, work fulfillment, and execution in Pakistani associations, featuring their immediate and backhanded influences on representative efficiency and fulfillment. In particular, the review presumes that societies accentuating adaptability over security are more helpful for advancement, with adhocracy and group societies showing the most grounded constructive outcomes on development, execution, and occupation fulfillment. Conversely, pecking order culture will in general repress advancement because of its emphasis on dependability and inner direction. The ramifications for the board are significant: encouraging a culture that is inventive, adaptable, and persuasive can improve worker responsibility and efficiency. On the other hand, societies described by severe principles and concentrated structures frequently smother imagination and neglect to advance development, setting associations in a difficult situation in the present serious scene. Taking everything into account, directors should focus on the advancement of a pioneering society that persistently embraces development, from noteworthy drives to steady enhancements. This approach upholds authoritative development as well as guarantees that representatives are roused to contribute their earnest attempts, driving quantifiable outcomes in an undeniably powerful business climate.

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