

Impact of Quality Culture on Employees' Motivation: A Study on Education Sector of Pakistan

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Abstract: The main purpose of this paper was to find impact of Quality Culture on the motivation of employees in education sector of Pakistan. The study investigated whether the quality culture has any impact on the motivation of employees working in public & private universities of Pakistan. This research work consisted of a questionnaire survey to examine the impact of quality culture on employees' motivation. For the data collection a self administered questionnaire was distributed among target respondents. Total 200 employees were sampled from three public and two private universities in Lahore. An analysis of variance (ANOVA), correlation and regression analysis were employed to test the hypothesis of research model. The results of this study show that overall quality culture makes a significant impact on motivation of employees in education sector of Pakistan. The study of this article makes a contribution to revealing the relationships among quality culture and employees' motivation in the education sector of Pakistan.

Key words: Quality culture • Employees • Motivation • Education Sector • Lahore • Pakistan

INTRODUCTION

Achieving quality is a main goal of any type of organization but unfortunately in Pakistan it did not receive much attention in the field of academics. Quality is the degree to which goals of all related stakeholders are fulfilled while taking into account their present and future needs [1]. In TQM field, quality is considered as an important attribute of organizational culture where it can be viewed as the wholeness of organizational factors [2]. As from the many years, concept of organizational culture has achieved recognition for understanding human systems. Therefore as per definition of Mabawonku [3] "culture is the definitive, dynamic purposes and tools (values, ethics, rules, knowledge systems) that are developed to attain group goals". Culture acts as an invisible influence factor on organization's employees in such a way that they live their routine lives without consciously thinking about them [4]. Sommerville and Sulaiman [5], referred that organizations can build a quality culture in their work environment by changing perception and attitudes of

their employees toward quality. As per Oakland [6], mostly the behaviors of employees are affected by the method in which an organization was set up.

By keeping in view the above importance of culture it is now essential to understand that how quality culture affects the motivation of employees. This research study particularly seeks to understand the impact of quality culture on the motivation of employees' working in education sector of Pakistan. Unfortunately here in Pakistan quality did not receive much attention in the field of academics. The exploration of topic would make a contribution to revealing the relationships among quality culture and employees' motivation in the education sector of Pakistan. This study is conducted to show the impact of quality culture on motivation of employees.

The subsequent sections of this research paper have been arranged by first providing a basis of literature covering both Quality culture dimensions, the dimensions of employees' motivation and then the relationship between these two variables. The very next sections present theoretical framework, hypothesis followed by methodology. At the end research paper presents

empirical results, conclusions and their analysis. Detailed literature has been developed by keeping in view the following research objective:

The Research Objective Addressed in the Study Was:

- To understand the impact of quality culture on motivation of employees working in education sector of Lahore Pakistan.

Literature Review: The role of quality in the organization is an effective strategic weapon to improve employees' productivity and ultimately increasing the reliability in the organization [7].

According to [8], employees are one of the most significant assets of any type of organization as they make up an organization future. And to become successful organization, it requires the collective action from every member of the organization. In order to enhance the human capital of the organization it is essential for organization to help employees to build up their knowledge, competencies and skills [8].

Organizational culture is defined as a system of norms, shared values, concerns & common beliefs that are widely accepted and shared by the employees of an organization [9]. In organization theory it has been recognized that culture constantly affects people's beliefs and indirectly influences the practices of the organization [10]. As per definition of [11], quality culture is the pattern of habits, beliefs and behavior that is concerning quality. For achieving the quality goals a company needs to have a positive quality culture. According to [12], an organization with quality culture must have clear values and beliefs that ultimately foster their total quality behavior. So those organizations that are attempting to manage quality programs in their organizations need to pay attention towards the development of the appropriate quality culture [13].

Organizations with quality culture have a value system that inspires a quality conscious work environment where they can establish and promote quality [14]. As per [15], organizations having quality culture means the quality is reflected in its values, orientation toward work, expectations and the ideology. An organization with culture of quality is one that promotes leadership rather than supervision; inspires commitment on the part of staff to the chosen quality activities, teamwork used as a management style, allows employees to participate in decision making, promotes pride in workmanship, eliminates fear and inspires employees to seek continuous improvements [16].

Usually employees are self-motivated and empowered for doing quality work in the organization when they have internal justification and support of the corporate culture for taking actions. Hence employees of the organization play an active and important role in the TQM work environment [17].

Trewin [18], defined the quality culture as overall attitude of an organization in which the main focus is on the concept of quality and their members apply it to all parts of its activities. Further he concluded that quality culture is an ongoing process of continuous improvement in which all members of organization held them accountable for sustaining a favorable work environment that as a result leads to organizational excellence. Quality culture is basically a learning culture in which all employees of an organization are actively involved in continuously improving the culture and fully take part in all activities carried out by the organization [18]. According to [19], organizations that had experienced difficulties with its quality culture became unable to prosper for continuous improvement and long term development. Quality culture in this study is fivefold. In order to study the quality cultures in the workplace five measures have been used here such as top management support/leadership, employees' involvement, teamwork, open corporate culture and quality responsibility.

Indicators of Employees' Motivation: Motivation is central to human behavior and it helps to arouse, direct & maintain human behavior in achieving certain goal [20]. In the same way motivation is central in the establishment and growth of quality culture in the organization. As per Baron [21], motivation is defined as "a set of processes concerned with the force that energizes behavior and directs it towards attaining some goal." Most of the organizations believe that employees' motivation can be nurtured if they simply provide them the environment that support and foster their motivation [21]. La Motta [22], believes that employees bring their motivation from work and as a return they need from their employer is to be liberated, involved and accountable. To achieve top results he believes that managers should have to learn to motivate their employees. As per definition of [22], job performance of the employees is the outcome of their motivation and ability. Further [23], supported this by saying that highly motivated employees will not achieve results if they do not have the necessary skills, expertise and attitude that the organization requires from them.

In quality improvement process recognition is considered as an important step [24]. While [25], considered the recognition as a first step for increasing the employees' involvement in the business activities.

Further to stimulate employees' commitment for quality improvement efforts; reward and recognition play an important role [26]. For effective support of organization's quality efforts, [27] suggests that organizations need to introduce such employee compensation plan that links quality activities with their pay. According to management literature [28], employees are the most significant asset of organizations and act as a key player for achieving organization performance. So Perry and wise [29], suggest that public organizations need to reframe their employees' level of motivation. Thus it seems that the main challenge for public organizations is to meet their objectives for effectiveness and productivity while keeping in view the basic needs of their employees for motivation, reward and satisfaction.

According to [30], recognition helps organization to retain their best employees by involving the acknowledgement of the employees' efforts and creativity in the organization. Thus Smith *et al.* [31], stressed that organizations need to create an environment that emphasizes rewards and recognition of employees in the workplace. As per Vroom's Expectancy Theory employees work hard and perform extremely well with the anticipation of being monetarily compensated. Schein [32], argues that employees feel motivation towards work when they get what they want from their job. And employees respond positively when top management fulfills their needs for sense of identity [33]. Organizations that are more concerned about what they are demanding from their employees, they should also be clear about how they can reward their employees who do extra efforts for them [21].

Most employees of the organization are motivated by various factors e.g. pleasant work environment, working environment of mutual respect, the possibility of experiencing feelings of prestige and self-respect, the provisions for adequate leisure time and involvement in an organization that have values and goals similar to their own employees [34]. As per [35], nine dimensions of employees' motivation are work content, working

conditions, payment, promotion, personal interest, recognition, benefits, leadership or supervision and general that are directly related to employees' work motivation. Employees' motivation in this study is fourfold. In order to study the employee motivation in the workplace four measures have been used here which are working conditions, work contents, personal, Leader / supervisor and reward.

Theoretical Framework: The motivation factor behind this research is to find the impact of quality culture on employees' motivation particular in education sector of Pakistan. The Figure 1 shows the direct impact of quality Culture on employees' motivation. Here in this study Quality culture is considered as an independent variable (X) and employees' motivation is considered as a dependent variable (Y). While H represents the hypothesis that is made to get desired result. From the previous research sub elements are used for measuring the dimensions of these variables. Quality culture was operationalized with five dimensions: employees' involvement, senior management leadership, teamwork, open corporate culture and quality responsibility.

Hypothesis: Keeping in mind the research objective of this study and literature review following hypothesis is made:

H: An organization having quality culture will observe a significantly higher level of employees' motivation

MATERIALS AND METHODS

The purpose of this study is to assess the impact of quality culture on employees' motivation. As the study appeals for answering the question; to understand the impact of quality culture on motivation of employees working in education sector of Lahore Pakistan. Quantitative research methodology is used in this study

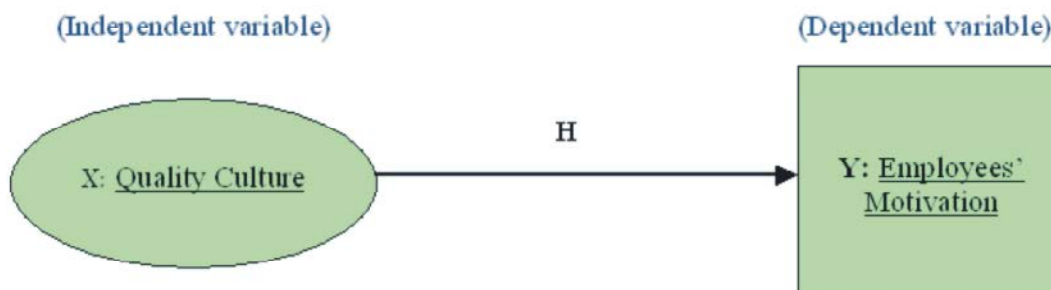


Fig 1: framework for impact of quality culture on employees' motivation

in order to examine the linkages between quality culture and employees' motivation. This is the descriptive research study based on the survey method which measures the impact of quality culture on motivation of university employees working in Lahore, Pakistan. Questionnaire survey was used to gather the necessary information for the research. From the total population of three public and two private universities of Lahore, a sample of 200 respondents was selected. The respondents were randomly selected from A, B, C, D and E universities. The first section of questionnaire was regarding the general information of respondent's; as the questions were asked about gender, age, designation, work experience and type of organization.

Data Collection Tool: For the research purposes a questionnaire was designed in order to measure the impact of quality culture on employees' motivation in the education sector of Lahore Pakistan. Questionnaire was prepared by keeping in view the following elements of each dimension. Independent variable (quality culture) and dependent variable (employees' motivation) is measured by following items: open corporate culture, employees' involvement, senior management leadership, teamwork, quality responsibility and employees' motivation (working conditions, work contents, personal interest, leader/supervisor) [19, 36, 37]. The employees of universities were requested to express their level of agreement or disagreement on a five point Likert scale from 1 (Strongly agree) to 5 (Strongly disagree).

Reliability Analysis: To test the reliability of survey questionnaire Cronbach's alpha of each dimension of questionnaire is calculated. The accepted value for reliability coefficient value is at least 0.70 or above [38]. Cronbach alpha value of sample size 36 was measured for each scale by using the SPSS-X statistical package. Table 1 shows the Cronbach alpha values of quality culture and employees' motivation.

From Table 1, it can be inferred that Cronbach's alpha value of overall questionnaire is 0.96. Construct quality culture has coefficient value 0.958 which refers to high reliability. In the same way construct employees' motivation has coefficient value 0.8 which also refers to high reliability.

Table 1: Cronbach's alpha values

Construct elements	Items	Cronbach's alpha values
Quality culture	26	0.958
Employees' motivation	7	0.8
Overall questionnaire	33	0.96

Data Analysis Techniques: In order to get the desired results correlation and regression analysis are used. Correlation measures the relationship between independent and dependent variables. The intention of the study is to analyze how independent variable is related to dependent variable. A stepwise regression analysis method would be best in order to analyze the joint effect of independent variable on dependent variable.

RESULTS

Data analysis part of this study is supported by the IBM SPSS statistics 17 and conclusions are drawn relying on the results generated by it. For the purpose of this research study self administered questionnaire was used with 33 questions. The questionnaire mainly included questions related to quality culture and employees' motivation factors. It also included questions to know respondents' background (age, gender, marital status and income). The below mentioned Table 2 show the demographic details of respondents.

For testing the hypothesis, correlation analysis and regression analysis are used. IBM SPSS statistics 17 is used to calculate descriptive statistics and to run correlation coefficients and regression analysis among variables quality culture and employees' motivation.

Basically Correlation is run in order to measures the relationship between independent and dependent variables (Quality culture and employees' motivation). The Table 3 shows the summary statistics of correlation between independent variable (Quality culture) and dependent variable (Employees' motivation). The bivariate relationship between quality culture and employee motivation indicate that quality culture is positively related to employees' motivation. As indicated in table 3, correlation value of quality culture with employee motivation is 0.760 which is strong (correlation range: -1 to +1). And significant value of correlation between quality culture and employee motivation is 0.00. The Table 3 shows that correlation

Table 2: Demographic information of respondents

	Demographics	Frequency	Percentage
Gender	Female	110	55
	Male	90	45
Age group	18-25	35	17.5
	26-30	118	59
	Above 30	47	23.5
Organization type	Private	100	50
	Public	100	50
Work experience	1- 5 years	154	77
	6-10 years	40	20
	11-15 years	3	1.5
	16-20 years	2	1
	Above 26 years	1	0.5

Table 3: Correlation analysis

		Quality culture	Employees' motivation
Quality Culture	Pearson Correlation	1	.760**
	Sig. (2-tailed)		0
	N	200	200
Employees' motivation	Pearson Correlation	.760**	1
	Sig. (2-tailed)	0	
	N	200	200

** . Correlation is significant at the 0.01 level (2-tailed).

between independent variable (quality culture) and dependent variable (employee motivation) is strong. Hence quality culture has a positive and direct relationship with employee's motivation. In the table following results are observed:

Hypothesis: It states that quality culture is positively and directly associated with employees' motivation. The results from correlation coefficient show that ($r=0.760, p<0.01$). There is a moderate positive significant association between Quality Culture and Employees' Motivation. Hence we accept H.

Table 4: Regression analysis

Unstandardized Coefficients											
No.	I. Variable	D. Variable	B	Beta	SE	t	Sig. t	F	Sig. F	R	Adj. R ²
1	Quality Culture	Employees' Motivation	1.014	0.76	0.062	16.4	0.000 ^a	270.004	0.000 ^a	0.76	0.575

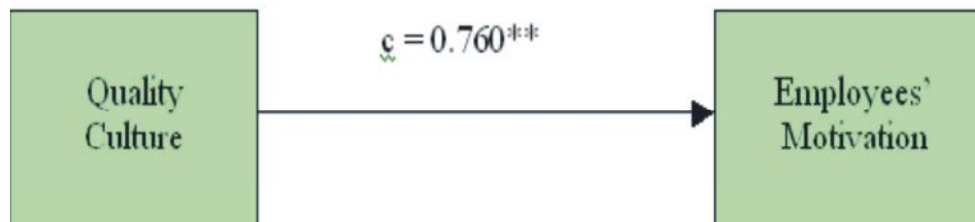


Fig 2: Total effect of Quality Culture on employees' motivation.

Table 4 shows the series of regression equations run to test results. A strong correlation exists between dependent variable (employees' motivation) and independent variable (quality culture) because "R" has a value of 0.760 which is close to 1 ("R" has a range of $-1 < R < +1$). From the table 4 it can be inferred that "R square" is almost 57 % so the regression model is not so much good, it's moderate. It indicates that 57% of the variation was explained. Std error of the estimate measures the dispersion of the dependent variable (employees' motivation). In this case, the "Std. Error of the Estimate" is 0.47284 which is not so much high value.

Significance of the model explains the deviations in the dependent variable. From table 4 it can be inferred that p-value of quality culture is zero which is less than α value so hypothesis H will be accepted. It shows that hypothesis H is accepted (an Organization having quality culture will observe a significantly higher level of employees' motivation). Table 4 shows that the relationship between dependent variable (employees' motivation) & independent variable (quality culture) is positive because they have the value of $B = 1.014$ which shows that due to 1 unit increase in independent variable (quality culture), dependent variable (employees' motivation) will also be increased by 1.014 times. The unstandardized coefficients are converted into standardized coefficients for minimizing the error term. In the below table 4 the value of quality culture is minimized from 1.014 to 0.760 after converting from unstandardized to standardized coefficients.

In the fig 2, it can be inferred that effect of independent variable on dependent variable becomes significant. In this study, the total effect of independent variable (quality culture) on dependent variable (employees' motivation) is $c=0.760$ which shows that

due to 1 unit increase in independent variable (quality culture), dependent variable (employees' motivation) will also be increased by 76 percent. Hence it can be concluded that quality culture has a significant effect on motivation of employees.

DISCUSSION

The results of the study verify the impact of Quality Culture on employees' motivation and confirm the positive relationship between these two variables. Hence the results of this research study support the hypothesis that quality culture has a significant impact on employees' motivation in education sector of Pakistan. No doubt this study is a good contribution in Pakistani context because in Pakistan quality culture did not receive much attention in the field of academics.

Impact of Quality Culture on Employees' Motivation:

The results of the study show that correlation between independent variable (quality culture) and dependent variable (employee motivation) is strong, so it can be inferred that there is significant positive and direct association between Quality Culture and Employees' Motivation. The results of regression analysis show that organizations having quality culture are significantly observing higher level of employees' motivation.

Hence universities in Pakistan need to work on building quality culture in their institutes in order to fulfill their primary drive to increase the motivation of employees.

Research Limitations and Recommendations: By keeping in view the restraint of dataset, this research study only considers the impact of quality culture on employees' motivation at some public & private universities of Pakistan. The study is conducted only in Lahore and particularly in Pakistani perspective, so it may not be globally implemented. This research study indicates a strong need to discover other possible contextual factors which can manipulate quality culture and its impact on employees' motivation. More effort is required in order to examine and reproduce the study by using larger samples and more institutions of Pakistan. Moreover, there are also many other factors such as demographic profile of respondents which can also be considered in future researches. Further, the same research can also be conducted in the other industries of Pakistan in order to recognize the impact of quality culture on employees' motivation.

CONCLUSION

In conclusion, university directors need to look critically to the various elements of quality culture that can help them to foster the motivation of their employees. The results of this research study hold very important implications not only for the academicians but also for the professionals. This study successfully provides a conceptual framework that can lead Quality Culture in order to generate motivation in the employees for work.

Furthermore, this study has empirically demonstrated that quality culture has a significant impact on motivation of employees working in education sector of Pakistan. The purpose of this research was to understand the impact of quality culture on employees' motivation. The research findings are supported by literature review and by data collected through a questionnaire distributed to respondents in major universities of Lahore. The impact of Quality Culture on employees' motivation is studied in the context of Pakistan. Quality culture has proved to make a significant impact on motivation of employees. This research study shows that quality culture has a positive and strong relationship with employees' motivation. From regression analysis it indicates that p-value of quality culture (independent variable) with employees' motivation (dependent variable) is 0.000 which is less than α value so hypothesis H is accepted. Hence hypothesis H states that an organization having quality culture will observe a significantly higher level of employees' motivation.

The findings of this research suggest that universities now require working on quality culture to improve the motivation of their employees as it effects on building strong student base. Quality culture is the outcome of senior management leadership, employee involvement, teamwork, open corporate culture and quality responsibility and as such very important factor to be considered for motivating the employees of the organization. The results of the study support that quality culture has a significant impact on employees' motivation in education sector of Pakistan. So it is concluded in the end that if education institutes work on the above mentioned factors for building quality culture then institutes are more likely to achieve success with the help of increasing motivation of employees for their work.

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