

Impact of Organizational Culture on Employee Motivation: A Study on Managerial Nurses in Children's Hospitals of Sri Lanka

Saman Yapa Bandara^{1*}, *Wasantha Athukorala*²,
*Sanjeevaka Kulathunga*³, *Asangi Gannoruwa*⁴,
*Neelamani Hewageegana*⁵

¹ Lady Ridgeway Hospital for Children, Colombo 08, Sri Lanka, 01000.

² Faculty of Arts, University of Peradeniya, Peradeniya, Sri Lanka, 20400.

³ Faculty of Commerce and Management, University of Keleniya, 11600

⁴ Faculty of Technology, University of Sri Jayewardenepura, Homagama, Sri Lanka, 10200.

⁵ Ministry of Health, Colombo 10, Sri Lanka, 01000.

* Correspondence: samanyapabandara@gmail.com

Abstract

Organizational culture is a common set of values and norms expressed by individuals and groups within an organization. It has become one of the most important motivating factors in current businesses. This hospital-based cross-sectional study aimed at identifying the impact of organizational culture on employee motivation in the two children's hospitals in Sri Lanka. The research investigated the level of perception of managerial nurses (matrons, sisters and in-charge nurses) and how the different aspects of organizational culture such as values, norms, and leadership styles, influence on motivation of workers. Pearson correlation coefficient (r) between the employee motivation and organizational culture as well as multiple linear regression model were employed with relevant statistical tests. The correlation analysis shows a positive relationship between employees' motivation and the organizational culture. The regression results showed that the norms and leadership styles are highly significant on determining the employees' motivation. Further investigation of this study reveals that variables such as salaries, rewards, leadership quality and recognition are the main determinants of job satisfaction while gender, age and marital status are not found to be significant. Accordingly, authorities should take necessary steps to adjusting organizational culture for employees' motivation while increasing their satisfaction level which ultimately increases the efficiency and effectiveness of children hospitals and improve patient care at pediatric hospitals in Sri Lanka.

Keywords: *Health care workers; leadership styles; motivation; organizational culture*

1. Introduction

The health system of Sri Lanka includes a variety of medical systems such as Traditional, Western, Ayurvedic, Unani, Siddha, Homeopathic and Acupuncture. However, primary health care need is provided mainly by western or allopathic medical system. Allopathic medicine offers a wide variety of healthcare facilities within safety net with a large network of both government and private healthcare organizations. The private sector gives all kinds of care at a cost to the patients, while free health services are given to all citizens by the public sector. In the public health system, two parallel public (preventive) and curative services are responsible for provision of the care. In this context, preventive health services

are concentrated in public health services while the curative services are provided through a network of hospitals (Ministry of Health, 2018). As a transitional country from a lower middle-income country to an upper middle-income country, Sri Lanka has achieved remarkable progress in maternal and, child health, despite control of communicable diseases. Maternal mortality rate of 33.8 per 100,000 live births, infant mortality rate of 9 per 1,000 live births, and a life expectancy at birth of 75.3 years, explain the extent of achievement in South Asia (World Bank. 2021).

Organizational culture is considered to be the personality of an organization and consists of the beliefs, principles, standards and visible signs (artifacts). It has a greater impact on the actions of employees ultimately leads to overall performance of a company (Deal, T. and Kennedy, A., 1983). It is evident that organizational culture is an important phenomenon that has considerably impacts on employees' mental state and behavior. In addition, organizational culture is an intangible manifestation of nature of the organization to its stakeholders. As an internal stakeholder, every employee is keenly interested in organizational environment, where, they have to perform (Rakowska and Dermol, 2014). Human resource (HR) management is the strategic approach to the management of the most valued assets of an organization which help individually and collectively to achieve business or organizational objectives. It is an ultimate responsibility of an HR Manager to keep motivated employees within an organization while ascertaining suitable motivational factors within and outside the organizational environment and use the ascertained motivators to enhance the motivation level of organizational personnel towards achievement of its objectives (Fahim, 2018).

This study assessed whether there was a real impact of organizational culture on employee motivation among managerial nurses in children's hospitals of Sri Lanka. Accordingly, this study explained socio demographic factors, nature of organizational culture, and level of motivation among managerial nurses in the children's hospitals: Lady Ridgeway Hospital for Children (LRH) and Sirimavo Bandaranaike Special Children's Hospital (SBSCH) in Sri Lanka. The Lady Ridgeway Hospital for Children is located in Colombo with over 1000 patient beds, and considered to be the largest children's hospital in South Asia. Services are delivered free of charge at the point of delivery in compliance with the Government health policy. Approximately 2,500 to 3,000 children are treated every day, on average. (LRH, 2021)

SBSCH is the second pediatric hospital to provide specialized medical treatment using advanced technology, to children (SBSCH 2021). The two hospitals provide services for children under the age of 14 years. There were 1,300 nurses in the two government children's hospitals in Sri Lanka. Among them there were only 75 managerial level nurses working in these hospitals as matrons, sisters and nursing in-charge. Furthermore, using a self-administered questionnaire, the effect of organizational culture on employee motivation was quantitatively assessed. To the best of our knowledge, no previous studies had attempted to investigate the relationship between organizational culture and employees' motivation in children's hospitals of Sri Lanka. Therefore, carrying out a study like this focusing health sector where there are many different kinds of employees are found, will provide valuable information to make necessary policies in this field. Accordingly, the main objective of the study is to analyze the important variables which represent organizational culture on employees' motivation in children's hospitals in Sri Lanka. It also investigated the

determinants of job satisfaction among employees and whether the job satisfaction affects the employees' performance in the children's health care sector. The main research question that is investigated in this study are (1) what the existing level of motivations among the different categories of health-related workers is, (2) what components of organizational culture have positive impacts on the level of motivation and (3) what the determinants of the satisfaction level of the health sector workers in are children hospitals.

2. Literature Review

Organizational culture includes values, norms, artefacts, and leadership styles. Organizational principles identify acceptable standards that govern the actions or behavior of individuals within the organization which comes under the value. Without these principles, people can treat themselves according to their own value systems that can contribute to actions that the company does not wish to promote. The higher the value, the more acts they will influence. However, implicit values that are deeply integrated with the culture of an organization and strengthened by management behavior may not influence idealistic values that are not expressed as management. It is a 'use attribute' that is essential and drives desired behavior. Some of the most typical areas in which values can be expressed implicitly or explicitly, are performance, competitiveness, innovation, competence, teamwork, quality and customer service (Hogan and Coote, 2014; Asriadi, 2019; Suharto and Nusantoro, 2018).

Norms are learned, understood mutually and held as past memories. They are followed by people with different degrees of consciousness. (Fleetwood, S. 2019). Heinrich Popitz defines norms as "those expected forms of regular behaviour whose absence or violation causes social sanctions" People understand a norm when they face or expect sanctions from a result of violation of norm, or when they witness violations by others (Popitz, 2017). Behavioral aspects of norms refer many cognitive, affective, social and legal motivations and restrictions are shaping human behavior. To understand particular social classes, as well as human society as a whole, it is important to examine driving forces of action. Many research articles offer different but complementary information from the field of psychology, law, social science, the political science, education and others (Kelly and Davis, 2018). Artefact is considered to be visible and tangible aspects of an entity that people hear, see or feel. The items such as the working environment, sound and vocabulary used in letters or memoranda, the way people talk to each other at meetings or by telephone and the welcome or lack of welcome offered to the visitors may be considered artifacts (Kassel, 2010). Further, the leadership style explains how managers interact with their staff. Broadly, there are many leadership types such autocratic/democratic, charismatic/non-charismatic, enablers/controller and transactional/ transformational (Al-Khaldi, 2020; Mahajan, 2011). According to Hofstede (2001) organizational culture can be described by six dimensions as Power Distance, Uncertainty Avoidance, Individualism/Collectivism, Masculinity/Femininity, Long/Short Term Orientation, and Indulgence/Restraint (Hofstede, 2001).

Just as having a strong personality to an individual of his image, the organizational culture gives an organization an identity. It leads to cooperation between workers, as they share the principal features and gives the team spirit in their organizational culture (Cheung, Wong and Wu, 2011). suggested the role conflict, the leadership in health workers, the relationship with the supervisors, the autonomy and stress, as variables correlated with job satisfaction.

(Sakellaropoulos, 2006) studied the nursing staff of the two largest hospitals of Patras, observed in relation to the job satisfaction of the workers, moderate emotional exhaustion, and high exhaustion by the lack of personal achievements and high depersonalization. (Sakellaropoulos, 2006).

Motivation of workers in an organization is an important factor that determines organizational performance and productivity (Osabiya, 2015). Motivation represents unsatisfied needs which create a state of tension or disequilibrium, causing the individual to move in a goal directed pattern towards restoring a state of equilibrium by satisfying the need (Benimoff and Horrocks, 1961). For this reason, it is obvious that motivation of employees is one of today's major activities. Nevertheless, organizations can't achieve their objectives without fulfilling employee requirements and level of motivation (Sabir, 2017). Practically there are many theories of motivation. They are of main two types as content theories and process theories. The content theories emphasize more about the general characteristics of people, but do not try to make individual differences possible. Maslow's motivation theory is the most well-known classification of need theory (Maslow, 1943). He suggests that five main categories of needs apply to people in general, based on the fundamental physiological needs and leading to a hierarchical order between security, social, respect needs and needs for self-satisfaction and self-actualization Accordingly, when all needs of a person are met at a given time, the most important needs are urgently needed. One of the implications of Maslow's theory is that higher demands for satisfaction and self-actualization provide the most stimulus of motivation—when fulfilled, strengths develop, and less fulfilling needs decline. Maslow's need hierarchy was very influential, but empirical research has not confirmed it and its apparent inflexibility have been criticized (Maslow, 1943; Neher, 1991) According to the review of studies, it is clear that there is no common agreement of the argument in this field. Therefore, this study will partly fill this void in the literature.

3. Research Methodology

Hospital-based descriptive cross-sectional study was conducted to assess the influence of organizational culture on motivation of managerial nurses, identifying the sub-dimensions of organizational culture as organization values, norms and leadership styles. There were only 75 managerial level nurses working in these hospitals as matrons, sisters and in-charge nurse. They all were included in the study but, out of them four (4) did not participate in the study. Figure 1 shows the basic structure of the independent and dependent variables.

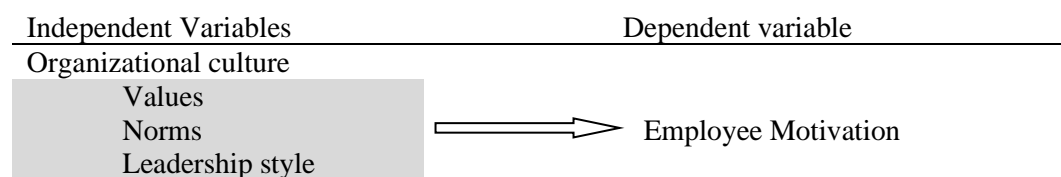


Figure 1: Conceptual Framework of the Study

From the study, organizational culture was considered to be the independent variable while the employee motivation was considered to be dependent (outcome) variable. Relevant data gathered from two main children's hospitals LRH and SBSCH in Sri Lanka through self-administered questionnaire. Main areas, covered in this study were socio-demographic factors, the nature of organizational culture, the level of motivation and the impact of

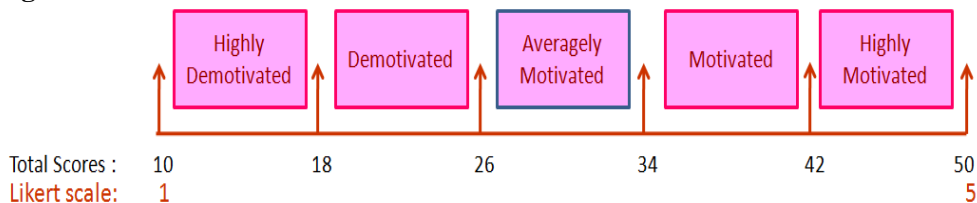
organizational culture on employees' motivation among managerial nurses in children's hospitals of Sri Lanka. Influence of organizational culture on motivation of workers, were assessed in sub-dimensions as, organization values, organizational norms, and leadership styles. The correlation between the organizational culture and degree of motivation of employees were also examined.

First, socioeconomic background of the group was assessed and then as measures of the independent variables, 15 questions were used to cover organizational culture and its sub-dimensions as values, norms and leadership styles (5 questions per each sub-section). The responses for the questions were all positive and the scores assigned to the Likert scales ranged from 1 to 5. The level of understanding of culture has been calculated continuously using the cumulative scores within the range. The scores of respondents therefore fell into the range from 15 to 75. Then those variables were used to explain the views of the respondent on the organizational culture in the descriptive statistics. Two groups of respondents from the two hospitals were compared using student t test. Then linear regression model applied for organizational culture and level motivation of nurses considering as independent and dependent variable respectfully.

Motivation level is the dependent variable in this study. As the dependent variable, 10 questions were raised about the level of motivation of the respondent nursing officers. All questions were positive and the scores given according to the five-point Likert scale ranged from one to five. The range of cumulative scores was range between 10 and 50. The five levels of motivation were identified as highly motivated, motivated, and averagely motivated demotivated and highly demotivated. They were measured in a cumulating as shown in Figure 2 using the scores within the range.

The estimation of difference between each level of motivation: $(50-10)/5 = 8$

Figure 2. Continuum scores for the five levels of motivation



The continuum in Figure 2 shows that, if the total score of the respondent falls between 4 and 5, the employees are highly motivated and strongly agreed. When this ranges from 0 to 1, means a strong de-motivated worker. This variable has been described for the purpose of understanding the opinions of the respondent on the organizational culture.

The Data collected through the self-administrated questioner was analyzed using SPSS ver. 21 statistical software. Initially a univariate analysis was done and thereafter bivariate analysis of relevant variable was conducted. To describe statistical significance, student t-test was used to compare two hospitals against each other on organizational culture and motivational level of the nurses. The P value of ≤ 0.05 was used to identify statistical significance. As the final step a multiple regression model was used to test whether the components of the organizational culture have any impacts on the nurses' motivation level.

The statistical analysis calculated the averages and standard deviations of all variables for exploring the relationship between organizational culture and the employees' motivation. Study mainly used descriptive statistic methods that deal with the data organization, collection and presentation. Then an attempt was made to correlate the organizational culture type of the organization with the degree of employee motivation. In addition to analyses data using the qualitative methods, two multiple regressions models were used. The first model is investigating organization culture and the relevant variables as follows:

$$ML = \beta_0 + \beta_1OV + \beta_2ON + \beta_3LS + U \dots \dots \dots (1)$$

The dependent variable of this model is the motivation level (ML) while independent variables are organizational value (OV), organizational norms (ON) and leadership style (LS). While β_i provide the coefficients of each variable, U gives au the random error component. The second regression model identified the determinants of the employee's satisfaction which is given below.

$$ES = \alpha_0 + \alpha_1S + \alpha_2RV + \alpha_3LQ + \alpha_4RC + \alpha_5G + \alpha_6AG + U \dots \dots \dots (2)$$

The dependent variable (ES) in this model is a dummy variable which takes 1 if satisfied and 0 otherwise. Independent variables are as follows:

S is the salary (Rs. /Per month)

RV is the rewards (value of the additional benefits)

LQ is a dummy variable (1 if leadership quality in the work place is high, 0 otherwise)

RC is a dummy variable (1 if recognition in the work place is important, 0 otherwise)

G is a dummy variable (1 if male, 0 otherwise)

AG is the age of the employee (number)

We run the standard Logit and Probit models and finally Probit model is selected as it provides higher number of significant variables in the model.

4. Results and Discussion

In the sample, out of 71 participants 36.62% (n=26) were from SBSCH-Kandy and the rest from LRH- Colombo. From the participants only two (2.82%) were males, showing the almost all of nursing officers are female. This could be due to socio-cultural concerns like in most of the time children are looked after by their mothers while they are in wards, and fathers are generally not allowed to stay in these wards. Majority (39.44%) of the study group were in the age group of 51 to 55 while there were no nurses below 25 years of age. Further, 90.14% of the nursing officers were more than 40 years old indicating most of the managerial nursing posts are held by the senior, experience nurses, which is positive sign of hospital management. When considering the distribution of the participants it was found that 2.8% were matron, 38.03 % were sisters and 58.12 % were working as in charge nurses.

In the study only 4.23% had GCE O/L qualification while all others (95.77%) had GCE A/L qualification with 50.70% had diploma, 23.95% possessed a degree and 4.23% of the had postgraduate qualification as well. This shows that most of the participants at least had GCE A/L qualification which is a positive sign for future development of the care. When we

consider service in years, more than 50% of nurses have more than 20 years of experience, showing majority of the managerial nurses had been in the service for years and their experience is useful in hospital management. On the other hand, only 43.66 % had less than 5 years of experience.

Table 1 summarizes the responses on perception level toward organizational culture with respect to each hospital. 38.40% was agreed and 34.37% was strongly agreed while the responses for disagree and strongly disagree were 7.6 % and 1.33 % respectively. As a whole 89.11% of the total responses was positive perception towards organizational culture, implying that the employees are strongly satisfied with existing organizational culture. When the responses from the two hospitals were compared, 90.77% of the responses given from SBSCH-Kandy were positive and that for LRH-Colombo was 88.15%. Hence it is observed that the perception of the two hospitals were more or less similar.

Table 1: Frequency for perception on organizational culture

Scale Level	SBSCH Kandy		LRH Colombo		Total Population	
	N	%	n	%	n	%
Strongly Disagreed	5	1.28	21	3.11	26	2.44
Disagreed	31	7.95	59	8.74	90	8.45
Moderately Agreed	71	18.21	103	15.26	174	16.34
Agreed	167	42.82	242	35.85	409	38.40
Strongly Agreed	116	29.74	250	37.04	366	34.37
Total	390	100.00	675	100.00	1065	100.00

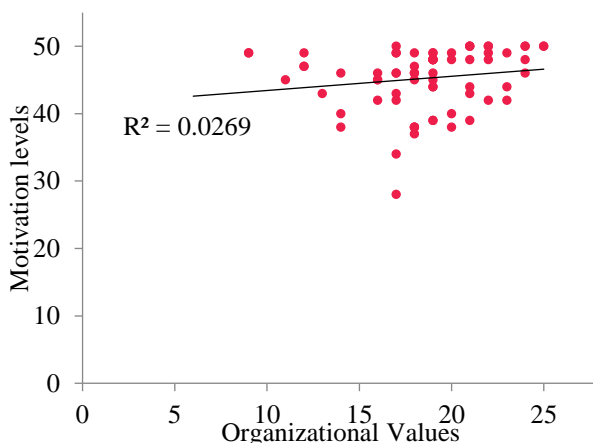
Table 2 summarizes the responses on level of motivation of nurses of the two hospitals. According to the Five Point Likert Scale data the majority of the responses were “5” with a 62.54%. Further the percentage of responses 1 and 2 in le Likert scale are 1.14% and 0.14% respectively. According to the employees’ responses they are highly motivated. When we compare the two hospitals, participants of SBSCH –Kandy 98.84% were motivated and that of LRH – Colombo was 98.22%. This implies that the level employees’ motivation is more or less similar in nature regardless of the hospital.

Table 2. Frequency table for motivation level

Scale Level	SBSCH Kandy		LRH Colombo		All	
	N	%	n	%	n	%
Highly Disagreed	2	0.77	8	1.78	10	1.41
Disagreed	1	0.38	0	0.00	1	0.14
Moderately Agreed	11	4.23	20	4.44	31	4.37
Agreed	94	36.15	130	28.89	224	31.55
Strongly Agreed	152	58.46	292	64.89	444	62.54
Total	260	100.00	450	100.00	710	100.00

A Bivariate analysis was conducted to find the correlation between organizational culture and level of motivation of the study group. In testing the relationship between organizational culture and motivation of the nurses, Pearson’s correlation analysis was performed with one tailed hypothesis test. In order to obtain comprehensive result, organizational culture was divided into three sub-dimensions as value, norms and leadership style. First the relationship between staff motivation and the organizational values, norms, management styles were analyzed and then at last relationship between the organizational culture in general and motivation level were established applying null and alternative hypotheses.

In Figure 3 cumulative score for the motivation level was plotted against cumulative score for organizational values per each participant. The cumulative score for organizational values ranges from 9 to 25 with a 18.55 ± 3.56 average. The data are scattered only in the positive direction with slightly positive R2 value. Hence to find the Pearson correlation one tailed



used. correlation between the motivation nurses and values was suggests a positive between variables at significance concluded be very slight positive relationship between employee organizational values and the level of motivation.

hypothesis was Pearson coefficient (r) level of of managerial perception on organizational 0.164. This very mild relationship these two 10 % level. It was that there could

Figure 3. Scatter plot of organizational values vs. motivation level

In Figure 4 cumulative score for the motivation level was plotted against cumulative score for perception on organizational norms per each participant. The cumulative score for organizational norms ranges from 10 to 25 with 18.93 ± 3.89 averages. The data scattered only in the positive direction with positive R^2 value. Pearson correlation coefficient (r) between the level of motivation and organizational norms was positive, 0.299 relationship of at the 0.05 significance. This shows there is moderate association between organizational norms and employee motivation in the two hospitals.

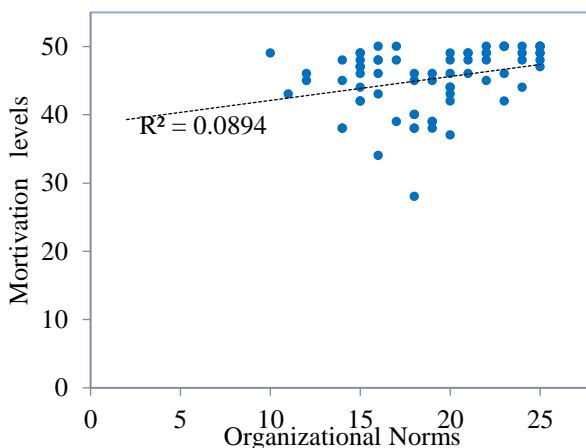
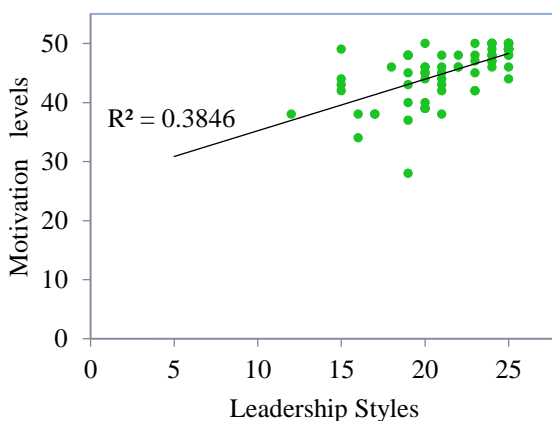


Figure 4:
organizational
motivation level

In Figure 5 score for the plotted against score for leadership style participant. The score for leadership style to 25 with 21.48. The data are the positive direction with large positive R^2 value.



Scatter plot of
norms vs.

cumulative
motivation level
cumulative
perception on
per each
cumulative
perception on
ranges from 12
 ± 3.25 average.
scattered only in

Figure 5: Scatter plot of leadership styles vs. motivation level

According to the data it was observed that there is a significant positive relationship of 0.62 existed between leadership style and the motivation level of managerial nurses at 99 % confidence limit. Figure 6 reports the relationship between motivation level and the organization culture as a whole. Here cumulative score of all three subdivisions, namely organizational value, norms and leadership style were used to obtain a general relationship. The cumulative score for organizational culture ranges from 37 to 75 with 58.96 ± 8.86 average. The data scattered only in the positive direction with positive R2 value. Accordingly, Pearson correlation coefficient (r) between the employee motivation and organizational culture was significant and moderately positive with 0.4243 at 1% significant level. Therefore, meaningful impact of organizational culture is existed on employee motivation concluding that significant positive relationship between organizational culture and employee motivation. Accordingly, employees were motivated with the existing organizational culture.

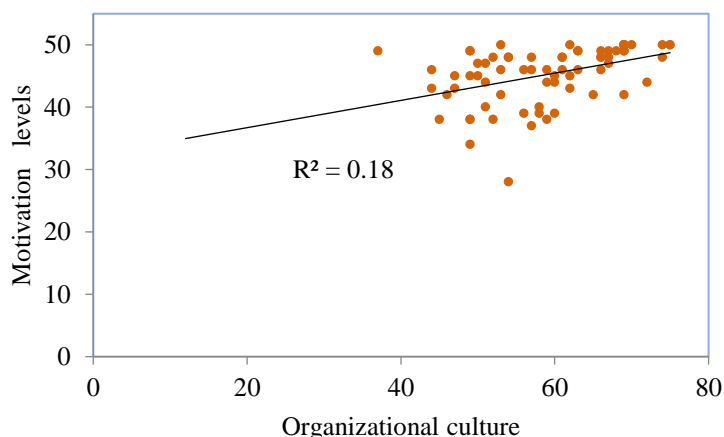


Figure 6: Scatter plot of organizational culture vs. motivation level

Study also conducted the independent (pooled) t test for perception on organizational culture of managerial nurses between SBSCH-Kandy and LRH-Colombo. Two groups of participants from SBSCH-Kandy and LRH-Colombo were tested on organizational culture, using pooled t test. There is no statistically significant difference at 5% sig level. This indicates the two samples means taken from SBSCH-Kandy and LRH-Colombo are identical and need further investigations.

As the final step of the analysis, two multiple linear regression models were used to test whether the components of the organizational culture have some impacts on the level of motivation and the determinants of the employees’ satisfaction. The results of the two models are reported in the Table 3.

Table 3: Regression Results of the Model 1 and 2

Model 1		Model 2	
Variables	Coefficients	Variables	Coefficients
Organizational value (OV)	0.192** (0.086)	Salary(s)	0.142* (0.000)
Organizational norms (ON)	0.276* (0.001)	Rewords (RV)	0.064* (0.003)
Leadership style (LS)	0.648* (0.004)	Leadership quality (LQ)	0.028** (0.043)
Constant	22.652*** (0.042)	Recognition (RC)	0.092*** (0.067)
		Gender (G)	-0.317 (0.172)
		Age (AG)	-0.317 (0.213)
		Constant	12
R ²	0.241	Pseudo R2	0.091

Note: Probability values are given in brackets. Furthermore *, ** and *** denotes the significant variables under 1 %, 5 % and 10 % level of significance respectively. Marginal values are given in the second model.

The results of the first model imply that three independent variables that represent organizational culture have impacts on the motivation level of the children hospitals in Sri Lanka. Accordingly, organizational value is significant at 10% level showing the positive relationship with the motivation level. Furthermore, organizational norms and leadership style have taken the expected signs and are significant at 1% level of significance. The results of this model clearly say that the components of the organizational culture are greatly important in determining the motivation level of the studied organizations. The R-Square value of 0.241. This implies that the variation proportion of motivation level variable explained by the independent variables was 24 % and the remaining was explained by other independent variables.

The second model is attempting to identify the determinants of the job satisfaction. In general, the Probit regression coefficients give the change in the Probit index for a one unit change in the predictor. The marginal index effects of the Probit model are the partial effects of each explanatory variable on the Probit index function. For example, coefficient related to salary says that for a one unit increase in salary, the probit index increases by 0.142. The coefficients of all others variables can also be interpreted as the same way. The results of this model imply that four independent variables namely salary, rewords, leadership quality and recondition have significant impacts of the satisfaction level of the employees. Accordingly, organizational value is significant at 10% level showing the positive relationship with the motivation level. Furthermore, organizational norms and leadership style have taken the expected signs and are significant at 1% level of significance. The results of this model clearly say that the components of the organizational culture are greatly important in determining the motivation level of the studied organizations.

As the final steps of the analysis, we investigated the relationship between motivation level and the organizational and organization culture. The variable organization culture was created by combining all three independent variables and examined the relationship. Accordingly following regression model was estimated.

$$ML = \delta_0 + \delta_1 OC + \varepsilon \dots \dots \dots (3)$$

The results of this model are given below.

$$ML = 32.348 + 0.218OC \dots \dots \dots (4)$$

(0.000) (0.000)

According to the results organizational culture shows a significant impact on level of employee's motivation in the organizations. It has taken positive sign and was significant at 1 % level of significance. Also, R is 0.18 implying that 18 % of the motivation level is explained by the organizational culture defined in this study. This is consistent with most of the other studies in this area.

5. Conclusion and Recommendation

The purpose of this research was to assess the true effect of the organizational cultures existing within children's hospitals on the motivation of managerial nurses in Sri Lanka. In this sense, the level of motivation of managerial nurses was assessed relative to the three dimensions of organizational culture as a holistic approach. In the study group, 97.18% were female staff, indicating requirements for nursing officers in Sri Lankan children hospital are mostly filled with female nurses. Accordingly, servicing years of more than 50 percent managerial nurses are over 20 years and their broad experience could be used to improve patient care in both hospitals. Having observed the designations related to the majority of respondents, they are nurses who work as in-charge of their clinical unit (59.15%, n=42), indicating a deficiency of required number of sisters to be placed to these units.

Pearson correlation coefficient (r) between the employee motivation and organizational culture was significant moderate positive relationship of 0.4243 at 99% confidence limit. Therefore, meaningful impact of organizational culture existed on employee motivation. Two sections of the samples from SBSCH and LRH were tested against hypothesis on organizational culture and on employee motivation using pooled t test. There was no statistically significant difference at 5% significance level. This demonstrates that two groups obtained from SBSCH and LRH are identical which helps us to give some general conclusions for both groups. According to the results of regression model, all variables that represent the organizational culture have significant impact on motivation level of the employees in two hospitals. It has taken positive sign and was significant at 1 % level of significance. Also, R is 0.24 implying that 24 % of the motivation level is explained by the organizational culture defined in this study. This is consistent with most of the other studies in this area. According to the findings of the study, the overall picture regarding the impact of organizational culture on motivation of managerial nurses in Sri Lankan children's hospitals is moderate and statistically significant. Further, the regression results of the second model imply that variables such as salaries, rewards, leadership quality and recognition are found to be the main determinants of job satisfaction while gender, age and marital status are found to be not significant

There are several possible policy implications from this study. According to the results adjusting organizational culture, including values, norms and leadership styles with the purpose of motivating health employees in children's hospitals in Sri Lanka will lead to achieve expected organizational objectives efficiently and effectively. Therefore, necessary steps need to be taken to improve values, norms and leadership qualities, in order to improve the efficiency and productivity in an organization through better motivational level of employees. Further, factors such as salaries, rewards, leadership quality and recognition need to be considered when designing programs to increase the satisfaction level of the employees in an organization. In general, the results of this study will help policy makers to take necessary steps to improve public sector health services in the future. This research finding can serve as a guide to explore the organizational culture, to other hospitals, either urban or rural in the future.

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