Influence of Organisational Behaviour, Organisational Development, Organisational Culture and Leadership Style and its Impact on Motivation in Public Organisation

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Abstract

One of the objectives of this research is to examine the relationship between organizational behavior and employee motivation, to highlight the relationship between organizational culture and employee motivation, to elaborate on the relationship between leadership style and employee's motivation, and to investigate the relationship between organizational development and employee motivation. This research also works to investigate the role of leader in the organization. As we know, leaders are the people who are responsible for selecting a path for the whole organization. The researcher collect 113 samples from leaders in Public organization in India. The questionnaire was prepared by using Google Docs application. The survey questionnaires were distributed to more than 200 participants; 113 responses were received from participants. The researcher use descriptive statistics and Multiple regression analysis to test the hypothesis. This study is an attempt to explore the factors that affect and help motivate employees working in any organization, as it is necessary to strengthen these institutions by establishing the principles of Leadership Style, Organizational Culture and Work Environment, Organizational Behavior and Organizational Development.

Keywords: *Leadership style, Organizational Behavior, Organizational development, Organizational culture*
JEL Code: M1, O15, D91.

Introduction

In the previous and recent years, many researches and studies have been conducted on organizational culture, the role of organizational culture in strengthening the corporate performance and to look for the role of organizational culture in giving rise to sophisticated working environment. Irrespective of the organizational size and market all managerial staff members of business organizations aspire to become successful in the market with a sustainable growth approach. They return their best employees and it knowledge the contribution of excellent performing managerial and non-managerial staff members. They also acknowledge the important role played by different employees in the successful completion of business operations for a fiscal year. Furthermore, they also try to overcome all expected challenges and issues with a strong vision or by outing employees' motivation and improving their performance outcomes with high satisfaction and job fulfillment. For the attainment of goals, the organizations develop strategic plans concerning the effective use of human capital

However, this piece of research talks about the organizational culture and its impact on the employees about how organizational culture can affect the working capabilities of employees and drain out their energy. In the previous studies and researches, researchers and managers have given significant attention to employees 'motivation in previous research projects which indicates the importance of this topic. They acknowledged that organizations may not possibly thrive without the efforts of workforce.

We can say that employees are the main cause of keeping an organization competitive end sustainable against the competitive forces and market dynamics. They help longtime existence of a business organization in the targeted market. Thus, employees are required to play important role in business organization to contribute in the organizational success and performance at competitive workplace. Highly motivated employees are important valuable assets for a business organization which enabled them to

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contribute in the promotion of organizational efficiency and attainment of goals set out by the corporate management.

In the previous researches, it has also been proved that it is not the fact that all employees would be having a highly motivational attitude or they will be motivated all the time. In some organizations, researchers have found lower level of motivation and employee engagement under a flexible hierarchy control. Consequently, debate about employees 'motivation and organizational culture is still new. This research also works to investigate the role of leader in the organization. As we know, leaders are the people who are responsible for selecting a path for the whole organization. The leader and his leadership determine the organizational culture. It is the leadership of the leader that allows the followers or the workers to engage in the activities of the organization and to share their innovative ideas with others that can promote in the progress of the organization. When it comes to leadership style there are many styles that include autocratic, transactional, transformational, participative, Delegative and laissez-faire. It is of prime importance to talk about the role of employees in the success of any organization because no matter what because from the start till the end, employees are responsible for doing the major tasks and carrying out the strategies for the betterment of the organization and to maintain the culture of an organization. So, it is high time to talk about employees in relation to organizational culture and how a certain organizational culture can have a direct impact on the overall functioning and mental capability of employees in carrying out the tasks of different segments of organization

Statement of Problem

Researchers and managers have given significant attention to employees motivation in previous research projects which indicates the importance of this topic. They acknowledged that organizations may not possibly thrive without the efforts of workforce. We can say that employees are the main cause of keeping an organization competitive end sustainable against the competitive forces and market dynamics.

They help longtime existence of a business organization in the targeted market. Thus, employees are required to play important role in business organization to contribute in the organizational success and performance at competitive workplace. Highly motivated employees are important valuable assets for a business organization which enabled them to contribute in the promotion of organizational efficiency and attainment of goals set out by the corporate management.

Previously majority research projects have studied employees motivation as a factor did contributes in business performance outcomes influential growth. However researchers have not sufficiently studied employees motivation in relation with qualitative factors such as organizational development specifically in the context of Saudi Arabia. These insufficiently studied research variables are requiring further attention of researchers on this topic. A great research gap exist in the existing literature regarding employees motivation.

Review of Literature

Organizational Behavior in Employee Motivation

As every company strives to produce more and better in a competitive and globalized world, the top management of the organization must use all available tools to achieve its goals. (Management & 2009, 2009). These tools include strategic planning, capital mobilization, modern technology, appropriate logistics, human resources policies, proper use of resources, etc. (Maamari & Saheb, 2018). There is no doubt that management and employee development strategies are the most important factors in achieving the company's objectives and in the personal development of employees. (Naile et al., 2014). Motivation is both a goal and an action. (Ko & Kang, 2019). To be motivated is to identify with the goal, while to be unmotivated is to lose interest in the goal and its meaning or to be unable to achieve it (Batista-Taran et al., 2013). The most intense motivation is survival in its purest form, when we are fighting for our lives, followed by motivation arising from the satisfaction of primary and secondary needs (hunger, thirst, shelter,

sex, safety, security, etc.). It is therefore important to note, when looking at the concept of motivation, that the level of motivation is different for each individual and for the same person at different times. (Men & Stacks, 2013).

Employee productivity and motivation can be affected by changes in working conditions that lead to negative organizational behavior. Reducing the size of work groups can make employees feel that they have a greater say in how work is produced. (Walker, 2015). Making time for social interaction can easily increase closeness between colleagues and help build camaraderie, which improves workplace relations. (Abbas & Eltweri, 2021). Managers should try to control their judgements about employees and refrain from making value judgements until they have sufficient information about the employee's performance. (Klein et al., 2013). The role of motivation in organizational behavior can have a significant impact on productivity, workplace climate and many other areas that help determine the success of an organization. (Clinebell et al., 2013). Understanding the psychological role of motivation can help companies, schools, sports teams and other organizations develop a healthy and supportive culture that contributes to the achievement of organizational goals. Strong leadership, incentive programmed and fair policies are the most important ways to increase motivation in this area. (Alomiri, 2016).

Organizational development In Employee Motivation

Organizations develop different strategies to achieve prosperity, compete with competitors, and improve performance. Very few organizations place importance on human resources and people. Employees, on the other hand, are an organization's primary asset that can lead the organization to success or, if not successful, to failure. Declining. The success or failure of a company depends on the enthusiasm and commitment of its employees to their work. Motivation plays a key role in increasing employee efficiency and productivity. Employee motivation is directly related to employee commitment, profitability, and productivity. Organizations need to know that their employees are capable and need training. Employees are encouraged to work effectively and efficiently.

Empowered employees are aware of the main goals and objectives they need to achieve and focus their energy on achieving them. Leadership style is highly regarded in management literature. The findings of this study imply that for-profit and non-profit organizations may use similar leadership styles. Research shows that effective leadership requires more than task and people orientations. It's also vital to consider their relationship. Management experts should study non-profit executives who are strong at their jobs and good with people in the same way they study for-profit executives (Batista-Taran et al., 2013).Leadership has existed since the dawn of time. Allah's messenger, Hazrat Mohammed (SAW), supported us on our way to Jannat. People who want to work together need a leader who can guide them through the process. Former US President Dwight D. Eisenhower: Persuasion is the art of persuading someone to do something just because they want to. To put it another way, effective leadership is essential for success. Now that I've read Ken's opinion, I see why leadership is so vital to any organization's success (Clinebell et al., 2013).

Organizational Culture in Employee Motivation

An "organizational culture" is a set of values, beliefs, or perceptions shared by all employees of a company or division (Alomiri, 2016). People who work for a corporation share their opinions and ideals. As a result, employees' attitudes and behaviors might be influenced by the values, beliefs, and conventions they use to make sense of their environment. Our grasp of a firm's or group's core principles helps to avoid internal conflict. In empirical studies on organizational culture, the functionalist perspective has been shown to help workers perform better in their jobs. Managers must understand their organization's culture and how it affects things like employee happiness, organizational dedication, and performance(Abbas & Eltweri, 2021). Nurses who are well-versed in clinical practice have gained popularity in recent years. As a result, these traits are now more important than before. Currently, there aren't enough registered nurses working in clinical care, but outstanding leadership may help. Nurse administrators can also help their organizations grow by using their leadership skills. Clinical nurse leadership is becoming increasingly important(Men & Stacks, 2013). Despite substantial research in the business administration discipline, no link between leadership and organizational culture structures has been found in the nursing field. The goal is to explore

how corporate culture affects executive behavior. A study found that managerial behavior in both R & D and administrative settings affects job satisfaction (Ko & Kang, 2019). This study's goal was to see if job happiness is affected by an administrator's leadership style across diverse types of organizations. Casida's inquiry investigated how nurses perceived the relationship between organizational culture and leadership while on the job(Lok & Crawford, 1999). A company's culture dictates how its employees should behave. Many people do this, and it is passed down through generations. As defined by the Harvard Business School, a company's culture is a set of beliefs and practices that guide employees' behavior in the workplace. This includes their personal beliefs, practices, and assumptions about their jobs and workplace(Clinebell et al., 2013). A company's culture will be lost if its leaders do not recognize their importance. Employees benefit because uniformity of behavior helps keep the workplace happy and reduces disputes(Klein et al., 2013). Some researchers and managers have used the phrase in recent decades to define the culture and practices created by organizations around their treatment of people, as well as their beliefs and mission (Management & 2009, 2009).

Leadership style in Employee Motivation

Most leadership definitions suggest that it is a means of changing people's behavior. Most researchers are trying to figure out if the link between leadership and employee motivation is statistically significant. They also want to know if this association has a positive or negative impact on the firm's success. A company's leadership style has a significant impact on how well it performs (Abbas & Eltweri, 2021). Leaders are recognized to determine an organization's long-term health and competitive advantage. Successful leadership styles help organizations achieve their goals and objectives faster by providing individuals with the resources they need to do their tasks successfully and efficiently. Employers today are struggling to find and keep qualified employees (Clinebell et al., 2013). Globalization and a cross-border workforce have increased the importance of human resource services in recent years. Motivated employees help increase their productivity and, thus, the company's overall performance. Taking initiative, being adaptable, and being innovative are increasingly important needs for organizations, managers, and employees alike. Experts say organizations must manage human resources in an extremely competitive environment (Batista-Taran et al., 2013).

When the boss instructs his employees what to do, he means it, and he watches them closely(Abbas & Eltweri, 2021). This type of leadership is also known as participative or democratic leadership since it empowers the team to decide what to do next. He speaks with them before providing them with study advice. He briefly addresses them before. A study by Robert N. Lussier and Christopher F. Achua was published in 2009. Allowing subordinates to establish their own ideas and goals to the point where they no longer need instruction from the boss is crucial for a leader. So long as the team makes decisions, the leader stays out of the way. The narrator in this case is (Men & Stacks, 2013). Everyone believes that to succeed in business or a team, they must be led. There is a link between senior management's behavior and staff behavior. Effective leaders are well-known people who have a major impact on their followers and subordinates (Walker, 2015). . It stifles followers' dedication, inventiveness, and invention. Most adherents of authoritarian regimes are silently anticipating their leader's demise (Hasan et al., 2018). No one is inspired by either way, and neither is growing. Positive outcomes may be trumped by the negative consequences of some leadership styles (Wang et al., 2010). . It assumes that everyone has an equal stake in the result and a common level of decision-making skills. Rarely. While democratic leadership is a clever idea in theory, implementing it takes a lot of effort and resources (Klein et al., 2013). . Charming leaders typically eliminate intense competition. With little competition, you get many followers but few leaders (Abdullahi et al., 2020). Situational leadership works best with charismatic, transactional, and transformational leadership styles (Graham et al., 2015).

Research Questions

Using the problem statement, research questions are developed which will be used in this project to collect research data and find solutions for the identified research problem. The following list of questions will be used as research questions for this research project. These research questions are aligned with the research objectives.

What is the relationship between leadership style and employee motivation?

What is the relationship between organizational behavior and employee motivation?

What is the relationship between organizational culture (/workplace climate) and employees' motivation?

What is the relationship between organizational development and employee's motivation?

Research Objective

The primary objective of this research project is to examine relationship between these variables and employee's motivation. The research will test each variable separately to find out the strength and relationship direction between the selected variable and employees motivation. Considering the primary objective of this research project the following list of specific objectives are drawn.

To examine the relationship between organizational behavior and employee motivation.

To highlight the relationship between organizational culture and employee motivation.

To elaborate on the relationship between leadership style and employee's motivation

To investigate the relationship between organizational development and employee motivation

Research Hypothesis

H0: there exists no association between leadership style and employees 'motivation.

H1: Leadership style is found to have the strong positive association with the employee motivation.

H2: there exists no association between Organizational Culture and work climate and employees ' motivation.

H3: Organizational Culture and work climate is found to have the strong positive association with the employee motivation.

H4: there exists no association between Organizational behavior and employees 'motivation.

Research Methodology

The researcher use descriptive research design . The analysis examine relationship between these variables and employee's motivation. The research will test each variable separately to find out the strength and relationship direction between the selected variable and employees motivation. The researcher collect 113 samples from leaders in Public organization in India. The questionnaire was prepared by using Google Docs application. The survey questionnaires were distributed to more than 200 participants; 113 responses were received from participants. The researcher use descriptive statistics and multiple regression analysis to test the hypothesis. This study is an attempt to explore the factors that affect and help motivate employees working in any organization, as it is necessary to strengthen these institutions by establishing the principles of Leadership Style, Organizational Culture and Work Environment, Organizational Behavior and Organizational Development.

Validity & Reliability

Furthermore, reliability and validity have been tested by using coefficient of "Cronbach's Alpha" which gave satisfactory results after applying it on each group and section in the questionnaire separately, and then applying it again on the entire questionnaire. The results were as summarized in the table (1):

Table (1). Validity And Reliability of the Questionnaire.

Variable	No of items	Reliability Cronbach	Validity $= \sqrt{\text{Reliability}}$
Leadership Style	11	0.768	0.880
Organizational Culture and Work Environment	9	0.795	0.892
Organizational Behavior	5	0.76	0.872
Organizational Development	5	0.853	0.924
Employees' Motivation	5	0.74	0.860

Analysis and Interpretation

Table. 2 Pearson Correlation for Independent Variables and Dependent Variable

	Leadership style	Organisational culture & Work environment	Organisational Behavour	Organisational Development	Employee Motivation
Leadership Style	1		.		
Organizational Culture and Work Environment	.575**	1			
Organizational Behavior	.393**	.652**	1		
Organizational Development	.543**	.535**	.541**	1	
Employees' Motivation	.538**	.505**	.384**	.582**	1

Correlation analysis refers to the strength and direction of the linear relationship between two factors. The degree of correlation refers to the strength and significance of a relationship between them. To achieve it, a bivariate association was performed, which calculates the Pearson correlation coefficient with the degree of importance. A value of 1 or -1 means that the factors can be accurately determined interchangeably, and

a value of 0 indicates no relationship between them. Finally, the results of the analysis are presented in Table 8. The Bivariate Pearson's correlation test suggested that there was a positive significant correlation (i.e., association) between independent variables ranged between (0.393 -0.652, p. (0.010 > And the relationship between independent and dependent variables is strong, positive and significant , as it ranged between (0.384 ,0.582 –p. (0.010 >

Table 3. Descriptive Statistics

Descriptive statistics for independent variables and domains

Factors	Mean	Std deviation	Level
Leadership Style	3.42	0.84	middle
Organizational Culture and Work Environment	3.35	0.80	middle
Organizational Behavior	3.29	0.93	middle
Organizational Development	3.50	0.95	middle
Employees' Motivation	3.59	0.95	middle

In this table mean and standard deviation for each variable were analyzed. The results were derived from the middle mean score of the variable of Employees 'Motivation based on the participant's answers. Also, the findings show that (Leadership Style, Organizational Culture and Work Environment, Organizational Organizational Behavior, Organizational Development) have middle level of mean scores. The middle mean scores entail that participants agree that these variables impact Employees 'Motivation. It seems that there is no low level of mean scores. Finally, these findings indicated that there is a good relationship to Employees 'Motivation among the independent variables.

Hypothesis Testing

H1: There is a positive significant relationship between independent variables and Employees 'Motivation.

Table: 4 Result of Multiple Regressions Between Independent Variables and Employees 'Motivation

	Unstandardized Coefficients		Standardised coefficient	t	Sig.
	B	Std error	Beta		
(Constant)	0.589	0.244		2.415	0.017
Leadership Style	0.372	0.107	0.241	2.542	0.012
Organizational Culture and Work Environment	0.229	0.129	0.293	3.781	0.078

Organizational Behavior	.037	.103	-.036	.354	.724
Organizational Development	0.282	0.074	0.367	3.814	0.01

R=.654**R Square**=.428 **Adjusted R Square**=.407, **F**=20.179, **sig**=0.00

According to Table 4, the regression model is obtained as follows:

$y = 0.589 + 0.372x_1 + 0.282x_4$, The significance values of x_1 and x_4, < 0.05 are equal to 0.012 and 0.01, respectively. Then the Leadership Style (x_1) and Organizational Development (x_4,) have positive and significant effect on Employees 'Motivation (y), which means the Organizational Culture and Work Environment (x_2) and Organizational Behavior (x_3'don (t have significant effect on Employees ' Motivation (y), Since the significance values of x_2 and x_3, > 0.05 are equal to 0.078 and 0.724, respectively. The R-Square value of the model is 0.428, which means that 42.8% of Employees 'Motivation is influenced by Leadership Style, Organizational Development.

H2 : There is a positive significant relationship between Leadership Style and Employees ' Motivation.

Table 5. Distribution of Study Sample Responses Related to The Leadership Style Domains

Clause	Mean	Std Deviation	Level
I am satisfied with the leadership style followed at my organization	3.18	0.159	middle
The more the employees participate in decision-making, the better there is performance.	3.65	0.792	middle
I have the skills to bring out the best in other people	3.12	0.413	middle
I don't consider myself as a leader	3.95	0.068	high
I can take the role of a leader, at any time, when needed	3.42	0.736	middle
I can better adapt to different situations	3.36	0.722	middle
I am an enthusiast to push the projects forward i.e., toward growth	3.73	0.862	high
The more the people are given the chance to make mistakes, the more they will learn	3.67	0.655	high
The more important for a group is its leaders' skills	3.83	0.787	high

I can see situations from many different perspectives	3.23	0.690	middle
I am happy to play the role of a leader for my firm	3.61	0.661	middle

Table (5), we can understand which the most effectively variables lead to the decision to Employees ' Motivation through Leadership Style. it is clearly that the highest influential variable "I don't consider myself as a leader. "with mean is 3.95 followed by "The more important for a group is its leaders 'skills " with mean equal to 3.83., the lowest influential variable "I have the skills to bring out the best in other people "with mean is 3.12

Null hypothesis H_0: There is no significant relationship between Leadership Style and Employees ' Motivation.

Alternative hypothesis H_1: There is a positive significant relationship between Leadership Style and Employees 'Motivation.

Table 6. Coefficients of Content Leadership Style and Employees 'Motivation

	Unstandardized Coefficients		Standardised coefficient	t	Sig
(Constant)	0.974	0.24		4.059	0
Leadership Style	0.607	0.09	0.538	6.72	0

R=.538R Square=.289Adjusted R Square=.283, F=45.162, sig=0.00

As reflected in the table above, adjusted R square value is .283. This value can be interpreted as, how much of the change or total variation in the dependent variable can be explained by the independent variable. Accordingly, if we convert this value into a percentage, 28.9% of the total variation in Employees ' Motivation can be explained by content Leadership. Also, the significant level is 0.000 at a F statistic of 45.162. Accordingly, it can be stated that there's a statistically significant relationship between content Leadership and Employees 'Motivation. This indicates that this model with Content Leadership as the predictor or independent variable and Employees 'Motivation, as a whole is significant.

With reference to the above table, it's possible to derive the values to develop the model equation reflecting the relationship between the two variables under consideration. Accordingly, 0.974 is the constant (β0), 0.607 is the slope (β1), where this Beta value is significant at a 0.05 significant level (as depicted in the table the significance value is 0.000 which is less than 0.05). Based on these figures derived from the above table the model equation for content Leadership Style and Employees 'Motivation can be generated as, Employees 'Motivation = 0.974 + 0.607 (Leadership Style) + e The slope (β1) indicates that if Content Leadership Style is increased by 1 unit, Employees 'Motivation will be increased by .607 units. As proven from the positive slope (positive coefficient) of the equation above and significance level, it can be stated that this relationship is a significant positive one and hence the H2 hypothesis of the study can be accepted. we can understand which the most effectively variables lead to the decision to Employees 'Motivation through Organizational Culture and Work Environment. it is clearly that the highest influential variable " The effective communication means are available. "with mean is 3.42 followed by "I am not happy with my working culture "with mean equal to 3.37., the lowest influential variable "Employees 'capabilities are fully utilized "with mean is 2.87

H3: There is a positive significant relationship between Organizational Culture and Work Environment and Employees 'Motivation.

Null hypothesis H_0: There is no significant relationship between Organizational Culture and Work Environment and Employees 'Motivation.

Alternative hypothesis H_1: There is a positive significant relationship between Organizational Culture and Work Environment and Employees 'Motivation.

Adjusted R square value is .249. This value can be interpreted as, how much of the change or total variation in the dependent variable can be explained by the independent variable. Accordingly, if we convert this value into a percentage, 25.5% of the total variation in Employees 'Motivation can be explained by content Organizational Culture and Work Environment.

Also, the significant level is 0.000 at a F statistic of 38.47. Accordingly, it can be stated that there's a statistically significant relationship between content Organizational Culture and Work Environment and Employees 'Motivation. This indicates that this model with Content Organizational Culture and Work Environment as the predictor or independent variable and Employees 'Motivation, as a whole is significant. it's possible to derive the values to develop the model equation reflecting the relationship between the two variables under consideration. Accordingly, 1.134 is the constant (β0), 0.599 is the slope (β1), where this Beta value is significant at a 0.05 significant level (as depicted in the table the significance value is 0.000 which is less than 0.05). Based on these figures derived from the above table the model equation for content Organizational Culture and Work Environment and Employees 'Motivation can be generated as, Employees 'Motivation = 1.134 + 0.599 (Organizational Culture and Work Environment) + e The slope (β1) indicates that if Content Organizational Culture and Work Environment is increased by 1 unit, Employees 'Motivation will be increased by 0.599 units. As proven from the positive slope (positive coefficient) of the equation above and significance level, it can be stated that this relationship is a significant positive one and hence the H3 hypothesis of the study can be accepted.

H4: There is a positive significant relationship between Organizational Behavior and Employees ' Motivation.

Table. 7 Distribution of Study Sample Responses Related to The Organizational Behavior Domains

Factors	Mean	Std deviation	
The employees' efforts are valued	3.50	0.434	middle
The employees are accountable for the roles assigned	3.09	0.443	middle
My firm relies on the employees' skills and experience	3.29	0.585	middle
No discrimination policy is followed by my firm	3.46	0.421	middle
Healthy competition between employees is encouraged	3.10	0.343	middle

From the table we can understand which the most effectively variables lead to the decision to Employees ' Motivation through Organizational Behavior. it is clearly that the highest influential variable "No discrimination policy is followed by my firm. "with mean is 3.46 followed by "My firm relies on the employees 'skills and experience "with mean equal to 3.29., the lowest influential variable "The employees are accountable for the roles assigned "with mean is 3.09.

Adjusted R square value is .140. This value can be interpreted as, how much of the change or total variation in the dependent variable can be explained by the independent variable. Accordingly, if we convert this value into a percentage, 14.7% of the total variation in Employees 'Motivation can be explained by content Organizational Behavior. Also, the significant level is 0.000 at a F statistic of 19.177. Accordingly, it can be stated that there's a statistically significant relationship between content Organizational Behavior and Employees 'Motivation. This indicates that this model with Content Organizational Behavior as the predictor or independent variable and Employees 'Motivation, as a whole is significant.

With reference to the above table, it's possible to derive the values to develop the model equation reflecting the relationship between the two variables under consideration. Accordingly, 1.607 is the constant (β0), 0.392 is the slope (β1), where this Beta value is significant at a 0.05 significant level (as depicted in the table the significance value is 0.000 which is less than 0.05). Based on these figures derived from the above table the model equation for content Organizational Behavior and Employees 'Motivation can be generated as, Employees 'Motivation = 1.607+ 0.392 (Organizational Behavior) + e The slope (β1) indicates that if Content Organizational Behavior is increased by 1 unit, Employees 'Motivation will be increased by 0.392 units. As proven from the positive slope (positive coefficient) of the equation above and significance level, it can be stated that this relationship is a significant positive one and hence the H4 hypothesis of the study can be accepted.

Discussion

The research aims to clarify the relationship between leadership, culture and evolving organizational behavior and between Employees 'Motivation. Correlations were found between all variables. The study showed the effects of four factors that help motivate the employee. and there is a significant relationship between good leadership, culture and developed organizational behavior, and employee motivation.

Leadership style is one of the most important outcomes related to human resources, and It is perhaps one of the most studied topics in management and industrial psychology. This is it Perhaps this is because leadership is at the heart of the problem, as it enables organizations to be more productive and profitable, but the extent of success depends on The leader and the resulting environment created for the employees to work well. The leadership shown by managers greatly influences organizational value outcomes as low employee turnover, reduced absenteeism, customer satisfaction and organizational effectiveness. Also, leadership controls interpersonal relationships, reward and punishment That shape the employee's behavior, motivation and attitude which influences the organization Performance so that can either lead to inspiration or disappointment in between employees and this leads to an increase or decrease in productivity. Moreover, the mode of driving in The workplace can affect the employee's self-image, either positively or negatively. This research supports the first hypothesis (H1) that There is a positive significant relationship between Leadership style and Employees 'Motivation, Leadership is a specific behavior applied by the leader to motivate subordinates to achieve the goals of the organization. The application of leadership based on environment and situations helps the organization to achieve its goals and objectives. Since the manner of leadership has significant effects on team motivation, leaders must also consider the environment and situation conducive to exercising leadership in the appropriate manner. Organizations need capable leaders to lead and motivate their employees in their day-to-day operations and achieve organizational goals because employees are the most important asset in any organization. Accordingly, Based on the above summary and conclusions, the researcher made the following recommendations: firstly Since a leadership has a strong positive relationship with team motivation, senior management must pay more attention to hoping to increase productivity through a motivated workforce. secondly. As a major future strategy, management should improve leadership practice among leaders. Third. More attention should be given to the human resources aspect by providing training and development opportunities as it will have a positive result on the team. This will lead to employees feeling important and associating themselves with the company. Fourthly. Leaders must pay attention to the relationship with their subordinates because leadership is about building trust which can help develop a sense of common goals and a common vision. Fifth, the continuous assessment of employee motivation levels using various methods such as employee

questionnaires, consultants, or external agents to have a direct impact on commitment, performance, and profitability.

Organizational culture is a common perception it influences Members of the organization who form a meaningful common system. system is A set of characteristics that are valued in an organization. Organizational culture consists of a set of key characteristics and is a common perception affects its members so that they are The organization is able to face problems and act in what is good and right, and it is a guide to how Do the activities in the organization correctly so that all employees can understand the rules that apply in their work environment in accordance with its role in the organization.

The work environment is the whole area in which employees perform their daily work. , and the main determinant of the quality and level of their work Productivity is affected, which is how engaged employees are in the workplace in their desire to learn skills and their level of drive to excel. The work environment explains the terms related to the characteristics of the workplace on Behaviors and attitudes of employees when it comes to the occurrence of any material or Psychological changes. This research supports the second hypothesis (H2) that There is a positive significant relationship between Organizational Culture and Work Environment and Employees 'Motivation

This means that the better the organizational culture in the organization, the better the employee concerned will perform to continue working and be loyal to the organization. A good organizational culture will have an impact on increasing the agency's profits, especially in terms of achieving goals. A good organizational culture will also have a good impact on employee performance, especially in terms of productivity. It can be seen through that there are indeed some employees who are uncomfortable with the not good teamwork pattern and the environment of the relationship between colleagues is not good at work, so it is important to create an environment full of comfort and good relations between employees to increase motivation employees to work in the enterprise

Organizational behavior will be briefly defined as the set of opinions, attitudes, values, actions and activities of people (all employees) in the organization. Thus, the organizational behavior of individuals is (characteristics, perceptions, values, attitudes and organizational learning) as for groups (members, leadership, power, interaction, and conflicts). Organizational behavior can be viewed as an event, and an operating process in two ways: First, the behavior of people within the organization and, secondly, the behavior of the organization in its era Organizational behavior is the theoretical and empirical academic discipline whose mission is to study the forms and principles of Staff behavior in order to create conditions for improvement performance and efficiency of the organization. Knowledge of the characteristics and principles of organizational behavior It helps managers to identify problems, uncover their causes, and find remedies to solve it", understanding the complexity of relationships and needs and values within the organization and in its environment. Regulatory Behavior provides tools for managers, leaders, and employees in companies to find and explain "why people behave a certain way" or "why The group or the individual is more valuable, more motivating and more effective from others? How and why some organizations are more flexible, easier than others to accept changes?

This research supports the second hypothesis (H3) that There is a positive significant relationship between Organizational Behavior and Employees 'Motivation. Based on the results reached, this study recommends the following:

Promote a culture of organizational commitment among employees, by involving them in operations Making decisions, especially those that affect their professional and social lives, which has an impact Important in improving performance and achieving the goals of their organization.

Enhancing organizational commitment by spreading a culture of love for work Teamwork and creating a sense of belonging by providing material and moral incentives to the most committed employees. The need

to work on developing the spirit of initiative and creativity by adopting encouragement programs for creative ideas And try to work out, which creates a sense of satisfaction and commitment

Organizational development is a continuous and systematic process of implementing effective change in the organization organized. Its goal is to enable the organization to embrace the rapidly changing external Market environment, regulations and new technologies. It begins with a rigorous organization-wide analysis of Current situation and future requirements in other words we can say that the development of the organization is The process by which an organization develops the internal capacity to achieve maximum efficiency and effectiveness It delivers its mission and sustains itself in the long run. This definition highlights what is explicit Correlation between organizational development work and employees' motivation. Organizational development should be understood as the process of making change. In order to implement specific organizational development interventions, one must first acquire change-making skills. Specific interventions simply follow as tools and techniques to help implement the steps of the organizational innovation process. Leaders must learn and adopt appropriate new skills and new ways of thinking and behaving. They must become effective change agents in their daily work and incorporate the many concepts, values and methods of organizational development into their own inventory of capabilities. Team building, employee engagement, and other organizational development concepts have become integral to the practice of enlightened management. This research supports third hypothesis (H3) that There is a positive significant relationship between Organizational Development and Employees 'Motivation. Through the results reached, the researcher recommends the following:

The need to educate companies about the importance of applying the organizational development strategy as one of the most important tools that can enable organizations to overcome problems and the obstacles that may arise from time to time, which may impede the progress and success of these institutions.

That the administrative leaders work to provide a learning environment Organizational in order to continuously provide workers with the necessary information, as well as learn from different The crises facing the sector in general, by benefiting from the events it went through previously Drawing lessons, as well as learning from the events experienced by competing companies

Companies should define in advance the strategic objectives they seek to achieve and specify the period The time required to achieve those goals, and the necessary tools that enable these companies to achieve drawn goals.

4. The need to carry out a diagnosis as a first step and as one of the most important steps through which a diagnosis can be made Aspects of weakness that the companies experienced during the last period, and thus proceeding through them towards Basic steps for the success of subsequent organizational development programs.

5. The need to involve workers in setting policies and empower them through the implementation of the decentralization policy in Work to ensure that they have a high sense that they play a key role in the success or failure of companies in Striving towards achieving the set goals

Conclusion

This study is an attempt to explore the factors that affect and help motivate employees working in any organization, as it is necessary to strengthen these institutions by establishing the principles of Leadership Style, Organizational Culture and Work Environment, Organizational Behavior and Organizational Development. For this endeavor, we have conducted a study to examine the relationship between leadership and Organizational Culture and Work Environment, Organizational Behavior and Organizational Development and employee motivation. Study notes indicate that leadership Organizational Culture and Work Environment, Organizational Behavior and Organizational Development are of particular importance in terms of employee motivation and performance.

It has been recognized that leadership style has a role in increasing the motivation of employees and this will lead to enhancing the productivity of the organization and improving the efficiency and effectiveness of the organization. It also allows employees to realize their potential and increase their creativity The organizational culture and the work environment and its role in providing a sense of unity of identity by the employees and providing a better understanding of what is happening in the institutions of events, and the policies that are adopted, and providing support and support for the organizational values that senior management believes in as for With organizational behavior, his role comes In developing and improving employees' skills, organizational behavior helped the employee acquire a skill through which he can sell and market products. Organizational behavior helped the manager to understand the nature of the employees and their personalities, whether the employee was introverted, happy, motivated, or impulsive. As for organizational development, it represents an effective application of the practical approach to solving human, social and organizational problems. The focus in organizational development on the organization's culture, customs and traditions is considered one of the evidences of the success of the future as an administrative creativity. Emphasizing the role of culture in determining behavior is a witness to the validity of the direction of the organizational development movement.

Acknowledgement

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