

Organizational culture and its influence on employee motivation in a general services company, Lima, 2022

Rosa María Espinoza-Cjumo¹

¹Escuela Profesional de Administración, Universidad César Vallejo, Perú, respinozacc@ucvvirtual.edu.pe

Abstract– The objective of this study was to determine the influence of organizational culture on the motivation of workers (and its dimensions achievement, power, affiliation) in a general services company, Lima, 2022. The methodology used was quantitative, applied, explanatory and descriptive, non-experimental and cross-sectional. The population consisted of 50 workers of the service company (finite). The research sample consisted of 50 workers. The technique applied was the virtual survey. The instrument consisted of 21 items, which was validated quantitatively, endorsed by 5 expert judges with the V. Aiken coefficient of 1.00; the reliability results gave values of 0.859 Cronbach's alpha general and 0.779 of two halves of Guttman. It was concluded that organizational culture influences workers' motivation in a general services company, Lima, 2022 (sig. = 0.000; $r^2 = 0.383$) as well as its dimensions achievement, power and affiliation (sig. = 0.000, $r^2 = 0.399$; sig. = 0.000; $r^2 = 0.323$; sig. = 0.000 $r^2 = 0.222$) respectively. Finally, conclusions and recommendations were issued.

Keywords: Organizational culture, motivation, organizational management

I. INTRODUCTION

As a problematic reality, the priority arises to emphasize the value of organizational culture in service companies in our country, since, due to political instability, the emergence of new diseases caused many of these companies to leave aside their organizational culture, i.e., they changed their personality and way of being, which differentiated them from the competition.

For this reason, many of these companies have lost their essence, their *raison d'être*, which brought them serious consequences affecting their economy and sustainability in the long term, therefore they require a solid culture that allows them to align their business strategy and in turn create in workers beliefs, habits and values oriented to the improvement and growth of the organization.

According to Bayón [1], an organizational culture is a grouping of opinions, values and rules that the organization possesses, i.e., the traditions that characterize them and in turn are transmitted to all members of the company in order to improve the potential to align goals and objectives to a single purpose.

The COVID-19 pandemic compelled numerous companies to undergo profound transformations, leading them to reconsider their business categories and lines [2]. Interestingly,

some organizations perceived this crisis as an opportunity to embrace a new culture, one that would enable them to navigate through the challenges posed by the pandemic [3], [4], [5].

An exemplary case is evident in the newspaper La Voz [6], where the Pinares group stands out as a remarkably outstanding entity on a global scale. This recognition is attributed to their excellent organizational culture that fosters a sense of fulfillment and collaboration among all employees.

Moreover, the Pinares group has received accolades from the renowned research and consulting authority on work environments, known by its acronym GPTW, reserved exclusively for the most exceptional companies that prioritize a culture of quality and employee well-being [6].

As a result of such recognition, the company has become highly sought-after and reputable among investors, instilling greater confidence and assurance in potential investments [6].

Similarly, Cisco, a company based in Mexico, has been globally recognized by Great Place to Work for its exemplary organizational culture, making it a leading employer in the technology sector [7].

With a workforce exceeding five thousand employees, Cisco places utmost value on its human capital, understanding that cultivating a thriving culture is not just an expenditure but a strategic investment that requires constant innovation. Their culture is aimed at motivating employees through training and mentorship programs, aiming to unlock each individual's full potential [7].

Another prominent example comes from the pharmaceutical company Bristol Myers Squibb, widely acknowledged as one of the largest and most influential entities in the health sector.

A key factor contributing to their success is their substantial investment in research and development, along with their dedication to promoting equality and fostering a happy and enriched work environment for their employees. This approach has not only boosted employee satisfaction but also facilitated continuous learning and growth [8].

In Lima, there is a private service company that specializes in producing paper bags and colorful catalogs. This company is facing several challenges due to issues within its organizational culture. To address these concerns, the company has decided to take action and improve its situation.

As a potential solution, they have set their sights on enhancing the motivation of their employees. By doing so, they aim to create a positive impact on the overall organizational

Digital Object Identifier: (only for full papers, inserted by LEIRD).
ISSN, ISBN: (to be inserted by LEIRD).
DO NOT REMOVE

culture of the company. This initiative was scheduled to take place in the year 2022.

According to Elizondo [9], the problem statement serves as a presentation of a significant issue that merits resolution.

It holds crucial significance in research, as it sheds light on the current reality and the context in which the problem exists. Through this statement, the researcher gains a deeper comprehension of the subject of interest by considering various aspects during its development.

In essence, the problem statement lays the groundwork for identifying and understanding the core problem to be addressed in the study.

Therefore, the general problem of this research was: Is there an influence of organizational culture on the motivation of workers in a general services company, Lima, 2022?

And as for the specific problems, they were:

- a) Is there influence of organizational culture on workers' achievement in a general services company, Lima, 2022?
- b) Is there influence of organizational culture on workers' power in a general services company, Lima, 2022?
- c) Is there influence of organizational culture on workers' affiliation in a general services company, Lima, 2022?

As for the general objective of the research was: To determine the influence of organizational culture on the motivation of workers in a general services company in Lima, 2022.

And as for the specific objectives, they were:

- a) To determine the influence of organizational culture on the achievement of workers in a general services company in Lima, 2022.
- b) To determine the influence of organizational culture on the power of workers in a general services company in Lima, 2022;
- c) To determine the influence of organizational culture on the affiliation of workers in a general services company in Lima, 2022.

Finally, it was proposed as a general hypothesis: There is a significant influence of organizational culture on the motivation of workers in a general services company in Lima, 2022.

In addition, the specific hypotheses, they were:

- a) There is a significant influence of organizational culture on workers' achievement in a general services company in Lima, 2022.
- b) There is a significant influence of organizational culture on workers' power in a general services company in Lima, 2022.
- c) There is a significant influence of organizational culture on workers' affiliation in a general services company in Lima, 2022.

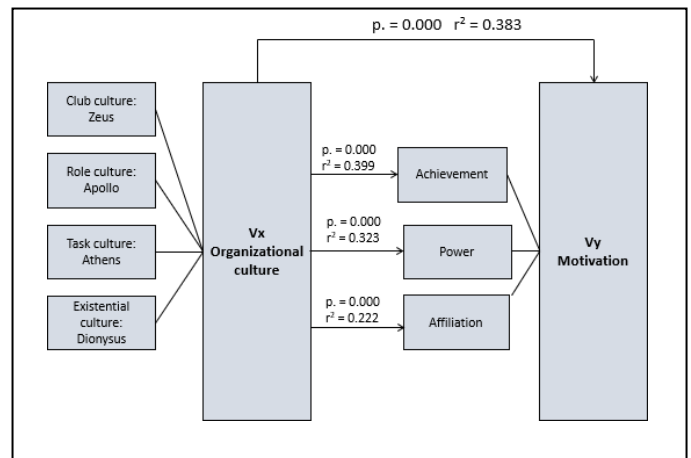


Fig. 1 Summary of hypotheses.

II. LITERATURE REVIEW

A. Previous works

In Colombia, the author Martínez [10] presented a research with a qualitative approach and it was inferred that motivation is essential in any organization because there is a lot of competition in the market, and therefore it is required that each employee of the company feels motivated to be able to face the new challenges that may arise in the environment.

In Ecuador, the author Prado [11] conducted a research with a qualitative approach. In which he determined that the organizational climate in the bakery causes that employees do not feel motivated because there is a bad working environment because they do not have incentives or safe environments generating discomfort to each of them.

In Tacna (Peru), the author Villanueva [12] presented his research, in which he used a qualitative approach, concluding that motivation has a positive influence on the organizational culture of local governments, since it was shown that motivation allows the organization to achieve its objectives if it is implemented in the right way.

In Huamalíes (Peru), the author Fonseca [13] presented a quantitative approach research, also the sample used consisted of 45 (100%) of health personnel. Through a thorough statistical test such as Spearman's rho, the result was obtained as $p = ,000$; $r = ,081$. Therefore, it is concluded that health personnel respond positively if a culture that reinforces performance and work is generated.

B. Theories related to the subject

Gómez and Rodríguez [14] mention the theory of the Gods of Management by Charles Handy as a model based on the organizational culture of the company, which groups the basic principles of management put in a scheme in which four cultural typologies are detailed, these are the club culture: Zeus, Role culture: Apollo, Task culture: Athens and Existential culture: Dionysus, all of them together make up the different roles that the person can assume in a company or organizations.

- a) *Club culture: Zeus* or also known as the Power culture considers that every organization is based on a hierarchy scheme where there is a maximum authority that assumes the leadership and predominates in the organization. Usually, small companies are the ones that put this approach into practice, since they have few areas and the boss has the highest authority, which facilitates better management and control. However, this model is not recommended when the organization is in a growth stage because it becomes an impediment due to its strict rules and will not let other people make decisions, which will prevent its development and innovation [14]. Database development: For companies to expand and improve their understanding of customers and thus maintain long-term relationships, companies need to develop databases of classified customer information, and this should not be an obstacle at this point.
- b) *Role culture: Apollo* considers that organizations are based on a series of rules and roles that all people and areas within a company must assume, as well as compliance with the rules that govern them. In general, this culture is applied by large companies that seek that all members comply correctly with all the procedures they perform, and managers and senior executives are characterized by preserving good decision making in order to achieve maximum efficiency in all their operations.
- c) *Task culture: Athens* or also known as the culture of achievement and the task is characterized by the fact that people focus on finding solutions to any problem that may occur using creativity as the main axis. In this approach, teamwork is prioritized as a way of strategy, since work can be expedited better and in less time. In general, organizations with a horizontal scheme are the ones that apply this method since they involve the participation of all areas. In other words, they prefer that people come from different departments, since that way they can better solve any problem that may arise [14].
- d) *Existential culture: Dionysus* this culture is characterized by being different from the aforementioned cultures, here the individual tends to work individually as it prioritizes individualism as a way of working. An example to understand this model are the consultancies or accounting notaries where each person works in isolation because each one performs a different task. An important aspect of this approach is that even though people work individually, they always help each other and try to be in constant cooperation [14].

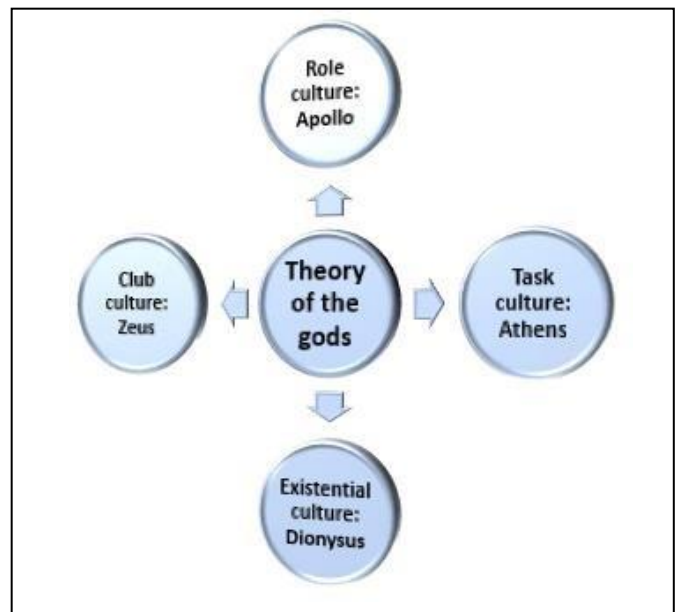


Fig. 2 Charles Handy's Theory of the Gods.

Robbins [15] mentions McClelland's three needs theory which arises as a way to understand the needs that people have, for McClelland there are three important bases such as achievement, power and affiliation that are not related to status, ethnicity or other characteristics.

Soria [16] mentions McClelland's theory of the three needs which is based on past experiences that caused pain or emotion in the person, this theory assumes that the person with the passage of time will have a better management in terms of their emotions, since living past experiences will give them greater control.

- a) For McClelland, *achievement* symbolizes the realization of the person, i.e. when he has achieved his goals, he will feel a greater degree of satisfaction and responsibility, and he also considers that the person will contribute to his good mood by receiving incentives and not so much for the economic issue, but he will think that the incentives are given for his good performance and behavior. It should be noted that for achievement to exist, it is necessary to practice good feedback from each of the members of the company [17].
- b) *Power* is a need felt by the person to be superior to others and to be recognized, there are two types of power, the real power that alludes to an influential being who wants to dominate others always looking for competitions in order to demonstrate that he is the best, and on the other hand the socialized power, which shows that the person is more concerned about the welfare of his team before him [17].
- c) With respect to *affiliation*, McClelland conducted a study on their emotions with a group of workers, in which they were asked about their work preferences, concluding that each worker has different levels of

affiliation because some liked to work in a team, others opted for social relationships and others did not consider it important [17].

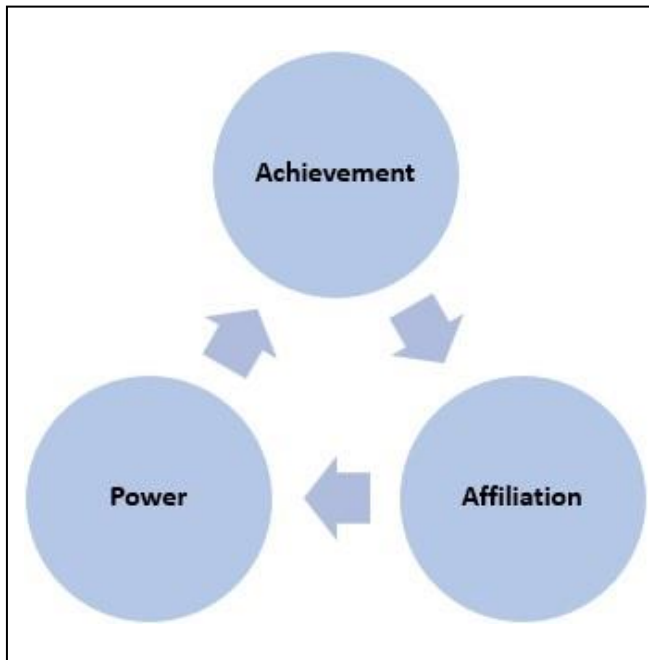


Fig. 3 McClelland's theory.

III. METHODOLOGY

From the point of view of Hernández, Fernández and Baptista [18] the approach was quantitative, it is defined as a set of processes or stages involved in a research, it should be noted that these processes follow a rigorous order and that it is advisable not to skip or omit them since each step leads to the next stage and so on. On the other hand, Hernández [19] and Mohajan [20] infer that this type of methodology emerged as an idea that the researcher has, in which objectives and questions are elaborated around the research, likewise this approach was characterized by using statistical data, as well as the measurement of the variables to be investigated.

According to Ñaupas [21] the type of research was applied since it seeks to generate knowledge and aims to seek solutions to problems that arise in society, in this study this type of research was used since the general services company wants to know more about the objectives mentioned above.

As for the level, it was explanatory. According to Jiménez [22], this study allows more explanatory research on the topic to be examined, since it focused on answering the possible causes that originated its occurrence, with the purpose of providing the researcher with the necessary information to validate his theory.

The level was also descriptive. Using the words of Villalpando [23], this level of study is characterized by describing the nature of a demographic segment without

detailing the causes of its origin. This requires the use of surveys to obtain more concise information on the characteristics of the object of study.

With respect to the research design, this was non-experimental. In the opinion of Hernández [19], a non-experimental study occurs when events are shown in their natural form, i.e. without manipulating or altering the independent variable, since it is based on observing phenomena in their real context. This research presented a non-experimental design because an existing variable is being studied and it is not intended to change it but to analyze it.

The cut was cross-sectional, from the position of Hernández [19] this type of cut is used in research where there is no follow-up in terms of samples, but on the contrary, these are studied only once in the entire research process, which is why for this study surveys were used to obtain more detailed information about the characteristics of this segment.

The population was considered finite as expressed by Caballero [24], a population is considered finite when the number of elements that comprise it are measurable, and i.e. they are easy to count because it is limited. The present investigation consisted of 50 workers of a general services company, using as a base the period from January 1, 2019 to September 1, 2022 in Lima.

For Ramírez [25], a census sample is considered when 100% of all the elements of the research are used, in other words, all the units represent the entire universe as a whole, and he also states that this type of sample is ideal when one wants to know the opinions on a specific topic.

Regarding the technique for data collection, the survey was used as a fundamental procedure to collect information, which will serve as the basis for this research. From the position of Duque Páramo [26], he considers that the survey is a method that allows researchers to collect information on a particular aspect, i.e. it allows analyzing the opinions of a group of interest, whose results will facilitate the analysis and the correct decision making.

As for the data collection instrument, the questionnaire was used to obtain more concise information on the opinions of the workers. Using the words of Gaviria and Castejón [27] argues that the questionnaire is a document that facilitates obtaining information on some specific topic, for this it is necessary to analyze what topics you want to ask and verify the content to validate them and subsequently be able to collect the required information.

The questionnaire used was based on a Likert scale and consisted of 21 items that measured the variables "organizational culture" and "motivation". In addition, each item had five response options.

IV. RESULTS

The results of the measurement of the levels of the variables are shown below:

TABLE I
MEASUREMENT OF VARIABLE LEVELS (IN UNITS)

Levels	Variable: organizational culture	Variable: motivation
High [3.6666 - 5.0000]	50	50
Medium [2.3333 - 3.6666 [0	0
Low [1.0000 - 2.3333 [0	0

TABLE II
MEASUREMENT OF THE LEVELS OF THE VARIABLES (IN PERCENTAGES)

Levels	Variable: organizational culture	Variable: motivation
High [3.6666 - 5.0000]	100.00%	100.00%
Medium [2.3333 - 3.6666 [0.00%	0.00%
Low [1.0000 - 2.3333 [0.00%	0.00%

According to Tables 1 and 2, the variable "organizational culture" obtained the highest level for the vast majority of respondents (50 people, 100%), the medium and low level obtained 0 responses.

On the other hand, Tables 1 and 2 also show that the variable "motivation" employed the total population which had a high-level consideration (100%), the medium and low level obtained 0 responses.

General hypothesis:

There is a significant influence of organizational culture on the motivation of workers in a general services company in Lima, 2022.

TABLE III
SPEARMAN'S RHO STATISTIC FOR THE GENERAL HYPOTHESIS

			V Organizational culture	V Motivat ion
Spear man's Rho	V organizational culture	Correlation coefficient	1.000	0,619
		Sig. (bilateral)		0.000
		N	50	50
	V Motivation	Correlation coefficient	0,619	1.000
		Sig. (bilateral)	0.000	
		N	50	50

According to Table 3, the bilateral asymptotic significance of Spearman's rho test was 0.000. It should be noted that this value, being less than 0.05, allows the researcher to approve the alternative hypothesis; therefore, it is concluded that there is a significant influence of organizational culture on the motivation of workers in a general services company in Lima, 2022.

TABLE IV
CALCULATION OF THE R2 FOR THE GENERAL HYPOTHESIS

Correlation coefficient (r)	Coefficient of determination (r ²)
0,619	0.383

0,619	0.383
-------	-------

According to Table 4, the calculated r² was 0.383. Therefore, it can be deduced that the model allows us to know the influence that the independent variable "organizational culture" has on the dependent variable "motivation" by 38.3%.

TABLE V
CALCULATION OF UNSTANDARDIZED COEFFICIENTS FOR THE GENERAL HYPOTHESIS.

Model		Unstandardized coefficients		Typified coefficients	T	Sig.
		B	Error tip.	Beta		
1	(Constant)	1.280	0.588		2.178	0.034
	V organizational culture	0.706	0.131	0.614	5.383	0.000

According to Table 5, the B values obtained for the constant and for the independent variable (organizational culture) were 1.280 and 0.706 respectively. With the results of this, a model can be created to explain the influence of the independent variable "organizational culture" on the dependent variable "motivation".

$$\text{Motivation} = 1.280 + (\text{organizational culture} * 0.706)$$

Specific hypothesis 1:

a) There is a significant influence of organizational culture on workers' achievement in a general services company in Lima, 2022.

TABLE VI
SPEARMAN'S RHO STATISTIC FOR SPECIFIC HYPOTHESIS 1

			V Achievement	V Organizational culture
Spear man's Rho	D1 Achievemen t	Correlation coefficient	1.000	0,632
		Sig. (bilateral)		0.000
		N	50	50
	V Organization al culture	Correlation coefficient	0,632	1.000
		Sig. (bilateral)	0.000	
		N	50	50

According to the table 6, the bilateral asymptotic significance of Spearman's rho test was 0.000. It should be noted that this value, being less than 0.05, allows the researcher to approve the alternative hypothesis; therefore, it is concluded that there is a significant influence of organizational culture on the achievement of workers in a general services company in Lima, 2022.

TABLE VII
CALCULATION OF R2 FOR SPECIFIC HYPOTHESIS 1

Correlation coefficient (r)	Coefficient of determination (r ²)
0,619	0.383

0,632	0,699
-------	-------

According to Table 7, the calculated r^2 was 0.399. Therefore, it can be deduced that the model allows us to know the influence that the independent variable "organizational culture" has on the dependent variable "achievement" by 39.9%.

TABLE VIII
CALCULATION OF UNSTANDARDIZED COEFFICIENTS FOR SPECIFIC HYPOTHESIS 1.

Model	Unstandardized coefficients		Typified coefficients	T	Sig.
	B	Error tip.	Beta		
1	(Constant)	1.325	0.583	2.273	0.028
	V organizational culture	0.703	0.130	0.615	5.399

According to Table 8, the B values obtained for the constant and for the independent variable (organizational culture) were 1.325 and 0.703 respectively. With the results of this, a model can be created to explain the influence of the independent variable "organizational culture" on the dependent variable "achievement".

$$\text{Achievement} = 1.325 + (\text{organizational culture} * 0.703)$$

Specific hypothesis 2:

There is a significant influence of organizational culture on workers' power in a general services company in Lima, 2022.

TABLE IX
SPEARMAN'S RHO STATISTIC FOR SPECIFIC HYPOTHESIS 2.

		V Power	V Organizational culture	
Spearman's Rho	D2 Power	Correlation coefficient	1.000	
		Sig. (bilateral)	0.000	
		N	50	
	V Organizational culture	Correlation coefficient	0,569	1.000
		Sig. (bilateral)	0.000	
		N	50	50

According to Table 9, the bilateral asymptotic significance of Spearman's rho test was 0.000. It should be noted that this value, being less than 0.05, allows the researcher to approve the alternative hypothesis; therefore, it is concluded that there is a significant influence of organizational culture on the power of workers in a general services company in Lima, 2022.

TABLE X
SPEARMAN'S RHO STATISTIC FOR SPECIFIC HYPOTHESIS 2.

Correlation coefficient (r)	Coefficient of determination (r^2)
-----------------------------	--

0,569	0.323
-------	-------

According to Table 10, the calculated r^2 was 0.323. Therefore, it can be deduced that the model allows us to know the influence that the independent variable "organizational culture" has on the dependent variable "power" by 32.3%.

TABLE XI
CALCULATION OF UNSTANDARDIZED COEFFICIENTS FOR SPECIFIC HYPOTHESIS 2.

Model	Unstandardized coefficients		Typified coefficients	T	Sig.
	B	Error tip.	Beta		
1	(Constant)	1.065	0.760	1.401	0.168
	V organizational culture	0.751	0.170	0.538	4.425

According to Table 11, the B values obtained for the constant and for the independent variable (organizational culture) were 1.065 and 0.751 respectively. With the results of this, a model can be created to explain the influence of the independent variable "organizational culture" on the dependent variable "power".

$$\text{Power} = 1.065 + (\text{organizational culture} * 0.751)$$

Specific hypothesis 3:

There is a significant influence of organizational culture on workers' affiliation in a general services company in Lima, 2022.

TABLE XII
SPEARMAN'S RHO STATISTIC FOR SPECIFIC HYPOTHESIS 3.

		V Affiliation	V Organizational culture	
Spearman's Rho	D3 Affiliation	Correlation coefficient	1.000	
		Sig. (bilateral)	0.001	
		N	50	
	V Organizational culture	Correlation coefficient	0,472	1.000
		Sig. (bilateral)	0.001	
		N	50	50

According to Table 12, the bilateral asymptotic significance of Spearman's rho statistical test was 0.001. It should be noted that this value, being less than 0.05, allows the researcher to approve the alternative hypothesis; therefore, it is concluded that there is a significant influence of organizational culture on the affiliation of workers in a general services company in Lima, 2022.

TABLE XIII
SPEARMAN'S RHO STATISTIC FOR SPECIFIC HYPOTHESIS 3.

Correlation coefficient (r)	Coefficient of determination (r^2)
-----------------------------	--

0,472	0.222
-------	-------

According to Table 13, the calculated r^2 was 0.222. Therefore, it can be deduced that the model allows us to know the influence that the independent variable "organizational culture" has on the dependent variable "affiliation" by 22.2%.

TABLE XIV
CALCULATION OF UNSTANDARDIZED COEFFICIENTS FOR SPECIFIC HYPOTHESIS 3.

Model	Unstandardized coefficients		Typified coefficients	T	Sig.
	B	Error tip.	Beta		
1 (Constant)	1.449	0.807		1.794	0.079
1 V organizational culture	0.665	0.180	0.470	3.689	0.001

According to Table 14, the B values obtained for the constant and for the independent variable (organizational culture) were 1.449 and 0.665 respectively. With the results of this, a model can be created to explain the influence of the independent variable "organizational culture" on the dependent variable "affiliation".

$$\text{Affiliation} = 1.449 + (\text{organizational culture} * 0.665)$$

V. DISCUSSION AND CONCLUSIONS

A. Discussion

The research conducted by Martínez [10] was carried out in Colombia; on the other hand, the present thesis was conducted in Peru, in the province of Lima. It is important to mention that the author Martínez [10] developed her thesis in 2022 and also used "work motivation" and "organizational climate" as study variables, while the present thesis was developed in 2023 and investigated the variables "organizational culture" and "motivation". Regarding the sample, Martínez [10] used the Colombian company as a sample in his research, however, for this thesis it was necessary to survey the 50 employees of the general services company. Meanwhile, the study of Martínez [10] used the qualitative method for its elaboration, unlike the present thesis that developed a quantitative method. As for the conclusions, Martínez [10] argued that motivation is essential in any organization because there is a lot of competition in the market, and therefore it is required that all members of the organization feel motivated to face new challenges that may arise, contrast the present thesis made use of the Spearman's rho statistical test which helped to conclude that organizational culture significantly influences the motivation of workers in a general services company, Lima, 2022 ($p=0.000$, $r^2=0.376$).

The research conducted by Prado [11] originated in the country of Ecuador, on the other hand, the present thesis was conducted in Peru, in the province of Lima. It is important to mention that Prado [11] developed his thesis in 2021 and also used as study variables "organizational climate" and work

motivation", while the present thesis was developed in 2023 and investigated the variables "organizational culture" and "motivation". Regarding the sample, Prado [11] used as study units the 22 bakeries in the city of Jipijapa, however, for this thesis it was necessary to survey the 50 workers of a general services company. Meanwhile, Prado's study [11] used the qualitative method for its elaboration, unlike the present thesis that developed a quantitative method. As for the conclusions, Prado [11] argues that the organizational climate in the bakery causes workers not to feel motivated because there is a bad working environment due to the fact that they do not have incentives or safe environments, generating discomfort for each one of them. In contrast, the present thesis made use of Spearman's rho statistical test, which helped to conclude that organizational culture significantly influences the motivation of workers in a general services company, Lima, 2022 ($p=0.000$, $r^2=0.376$).

The work shown by Villanueva [12] was presented in Tacna (Peru), on the other hand, the present thesis was also carried out in Peru, in the province of Lima, which reflects a similarity in terms of origins. It is important to mention that the author Villanueva [12] developed his thesis in 2022 and also used the variables "work motivation" and "organizational climate" as study elements, while the present thesis was developed in 2023 and investigated the variables "organizational culture" and "motivation". Regarding the sample, Villanueva [12] in his research surveyed 361 public workers of the eleven municipalities, however, for this thesis it was necessary to survey the 50 workers of a service company. Meanwhile, Villanueva's [12] study used the qualitative method for its elaboration, unlike the present thesis which developed a quantitative method. Finally, Villanueva [12] concludes that motivation has a positive influence on the organizational culture of local governments since it was shown that motivation allows the organization to achieve its objectives if it is put into practice in the right way. In contrast, the present thesis made use of Spearman's rho statistical test which helped to conclude that organizational culture significantly influences the motivation of workers in a general services company, Lima, 2022 ($p=0.000$, $r^2=0.376$).

The research explored by the author Fonseca [13] prioritized the study of two variables "work motivation" and "organizational climate", on the contrary, the present thesis was developed in 2023 and explored the variables "organizational culture" and "motivation". It is important to emphasize that both investigations originated in Peru; however, Fonseca's study [13] was conducted in Huamálies, while the present study was conducted in Lima. Additionally, both studies presented a quantitative approach, supported by statistics: Fonseca [13] used a detailed statistical test known as Spearman's rho, while this research used Spearman's rho statistical test. Regarding the sample Fonseca [13] was made up of 45 (100%) of the health personnel, however, this thesis surveyed 50 workers of a service company. Finally, the results of the hypothesis test obtained by Fonseca [13] showed values of $p = 0.000$; $r = 0.081$, in

opposition, this research obtained as a result ($p=0.000$, $r^2=0.376$). Therefore, Fonseca [13] concludes that health personnel respond positively if they are generated a culture that reinforces performance and work, and this thesis deduces that organizational culture significantly influences the motivation of workers in a general services company, Lima, 2022.

B. Conclusions

According to Abbadia [28], he considers that the conclusions are confirmatory, delimited data, which plays a fundamental role in a research, i.e. the researcher makes judgments based on his hypotheses in order to verify and obtain information. Likewise, the results are detailed in the following paragraphs.

1. Organizational culture influences the motivation of workers in a general services company Lima, 2022. This could be determined by using Spearman's rho statistical test, where ($p. = 0.000$; $r^2 = 0.383$), in which the formula for worker motivation was $1.280 + (\text{organizational culture} * 0.706)$.
2. Organizational culture influences workers' achievement in a general services company Lima, 2022. This could be determined thanks to the use of Spearman's rho statistical test, where ($p. = 0.000$; $r^2 = 0.399$), in which the formula for workers' achievement was $1.325 + (\text{organizational culture} * 0.703)$.
3. Organizational culture influences workers' power in a general services company Lima, 2022. This could be determined thanks to the use of Spearman's rho statistical test, where ($p. = 0.000$; $r^2 = 0.323$), in which the formula was stated as workers' power = $1.025 + (\text{organizational culture} * 0.751)$.
4. Organizational culture influences the affiliation of workers in a general services company Lima, 2022. This was determined through the use of Spearman's rho statistical test, where ($p. = 0.000$; $r^2 = 0.222$), in which the formula for the affiliation of workers was = $1.449 + (\text{organizational culture} * 0.665)$.

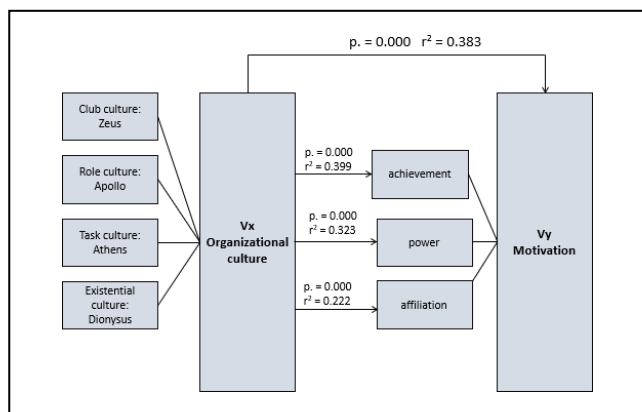


Fig. 4 Graph of conclusions.

ACKNOWLEDGMENT

We thank the Universidad César Vallejo for supporting the research. This work was presented and approved as a degree thesis, so it is being disseminated as a scientific article for a wider reach.

REFERENCES

- [1] J. Bayón, *Cultura empresarial*, 2019. https://books.google.com.pe/books?id=hXblDwAAQBAJ&printsec=frontcover&dq=cultura+organizacional&hl=es&sa=X&redir_esc=y#v=onepage&q=cultura%20organizacional&f=false
- [2] PD. Maldonado-Cueva, CR. Salvador-García, and VH. Fernández-Bedoya, "Unemployment and Innovation in Small and Medium-Sized Enterprises (SMEs) during the First Year of COVID-19 Pandemic in Metropolitan Lima, Peru," *Journal of Educational and Social Research*, vol. 13, no. 2, pp. 128–134, Mar. 2023. Accessed: Jul. 25, 2023. doi: 10.36941/jesr-2023-0037. [Online]. Available: <https://www.richtmann.org/journal/index.php/jesr/article/view/13267>
- [3] VH. Fernández-Bedoya, ME. Meneses-La-Riva, and JA. Suyo-Vega, "Ecotourism in Times of Covid-19: A Systematic Review from the Five Continents on How This Activity is Being Carried out and What Proposals They Have for the near Future," *Academic Journal of Interdisciplinary Studies*, vol. 10, no. 6, pp. 1–10, Nov. 2021. Accessed: Jul. 25, 2023. doi: 10.36941/ajis-2021-0148. [Online]. Available: <https://www.richtmann.org/journal/index.php/ajis/article/view/12666>
- [4] VH. Fernández-Bedoya, ME. Meneses-La-Riva, JA. Suyo-Vega, and RV. Grijalva-Salazar, "Innovation in entrepreneurship during the time of COVID-19: a scoping review of the scientific evidence from Peru," *F1000Research*, vol. 12, pp. 1–11, Jun. 2022. Accessed: Jul. 25, 2023. doi: 10.12688/f1000research.134588.1. [Online]. Available: <https://f1000research.com/articles/12-665>
- [5] VH. Fernández-Bedoya, ME. Meneses-La-Riva, JA. Suyo-Vega, and JdJS. Gago-Chávez, "Entrepreneurship Research in Times of COVID-19: Experiences from South America," *Sustainability*, vol. 15, no. 7, pp. 1–17, Mar. 2023. Accessed: Jul. 25, 2023. doi: 10.3390/su15076028. [Online]. Available: <https://doi.org/10.3390/su15076028>
- [6] La voz, "Grupo Pinares obtiene un reconocimiento por la calidad de su cultura organizacional" *La voz*, September 2022. <https://www.lavoz-com-ar.cdn.ampproject.org/v/s/www>.
- [7] Reseller Redactores, "Cisco es reconocido como el mejor lugar para trabajar en México" *Reseller Redactores*, October 2022. <https://reseller.com.mx/cisco-es-reconocido-como-el-mejor-lugar-para-trabajar-en-ti-en-mexico>
- [8] Expansion, "Bristol Myers Squibb es uno de los líderes en cultura organizacional" *Expansion*, May 2022. <https://expansion-mx.cdn.ampproject.org/v/s/expansion.mx/empresas/2022/05/02/bristol-myers-squibb-lider-cultura>
- [9] A. Elizondo, *Metodología de la Investigación contable*. <https://books.google.com.pe/books?id=BLO9spGHxrwC&pg=PA210&dq=que+es+planteamiento+del+problema&hl=es&sa=X&ved=2ahUKEwiE8mfIT7AhX1BbkGHVqdAGg4KBD0AXoECAKQAg#v=onepage&q=que+es+planteamiento+del+problema&f=false>
- [10] J. Martínez, *Labor Motivation as a productive Managerial component to promote the Organizational Climate of companies in Colombia*, Universidad Autónoma de Nariño <https://digitk.areandina.edu.co/bitstream/handle/areandina/4525/Trabajo%20de%20Grado.pdf?sequence=1&isAllowed=y>
- [11] J. Prado, "Clima Organizacional y Motivación Laboral de los trabajadores de las panificadoras de la ciudad de jipijapa, período 2020-2021", BS, Thesis, UNESUM. <http://repositorio.unesum.edu.ec/bitstream/53000/3852/1/TESIS%20FIN%20AL%20-%20JOSTIN%20AIR%20PRADO%20FIGUEROA.pdf>
- [12] C. Villanueva, "La Motivación Laboral y su influencia en la Cultura Organizacional de los gobiernos locales de la provincia de Tacna 2021". BS, Thesis, Universidad privada de Tacna. <https://scholar.google.com/scholar?q=La+motivaci%C3%B3n+laboral>

- [13] D. Fonseca, "Cultura organizacional y motivación laboral del personal de salud de la micro red Llata – Huamallies 2018", BS, Thesis, Universidad Hermilio Valdizan.
- [14] R. Gomez, y J. Rodriguez, *Teorías de la cultura organizacional*. <http://teoriaycomorg.sociales.uba.ar/wp-content/uploads/sites/98/2019/03/TeoriasdeLaCulturaOrganizacionalCarlosGomezJennyRodriguezrevisión2013.pdf>
- [15] S. Robbins, "Comportamiento Organizacional". México. Editorial Prentice Hall.
- [16] V. Soria, *Relaciones Humanas*. Limusa. [https://books.google.com.pe/books?hl=es&lr=&id=OWBokj2RqBYC&oi=fnd&pg=PR23&dq=Robbins,+S.+\(1999\)+Comportamiento+Organizacio nal.+M%C3%A9xico.+Editorial+Prentice+Hall.&ots=YL9c9fnc5c&sig=7QHS2DH-rDg_8xj1Rdhtr1s0MDg#v=onepage&q&f=false](https://books.google.com.pe/books?hl=es&lr=&id=OWBokj2RqBYC&oi=fnd&pg=PR23&dq=Robbins,+S.+(1999)+Comportamiento+Organizacio nal.+M%C3%A9xico.+Editorial+Prentice+Hall.&ots=YL9c9fnc5c&sig=7QHS2DH-rDg_8xj1Rdhtr1s0MDg#v=onepage&q&f=false)
- [17] T. Siok, et al. (11 de march de 2023). Motivation to Learn Online: An Analysis from Mcclelland's Theory of Needs. *International Journal of Academic Research in Business y social sciences*, 13(3), 215 – 234. https://www.researchgate.net/profile/Noor-Rahmat/publication/369186809_Motivation_to_Learn_Online_An_Analysis_From_McClelland's_Theory_of_Needs/links/640f12ffa1b72772e4f4b73e/Motivation-to-Learn-Online-An-Analysis-From-McClellands-Theory-of-Needs.pdf
- [18] R. Hernández, C. Fernández, y M. Baptista, M. *Metodología de la investigación científica* (6ta ed.). McGraw Hill.
- [19] R. Hernández, *Metodología de la investigación*. México: Mc Graw Hill. <https://repositorio.upn.edu.pe/bitstream/handle/11537/12535/Avila%20Ponce%20Jhon%20Anthony.pdf?sequence=1&isAllowed=y>
- [20] H. Mohajan, *Quantitative Research: A Successful Investigation in Natural and Social Sciences*. *Journal of Economic Development, Environment and People*, 9(4). <https://www.researchgate.net/publication/348237026>
- [21] H. Ñaupas, *Metodología de la investigación*. Bogota: Ediciones de a U, 2014.
- [22] R. Jiménez, *Metodología de la investigación elementos básicos para la investigación clínica*. Ciencias medicas, 1998.
- [23] P. Villalpando, *Metodología para investigaciones de alto impacto en las ciencias sociales*, UANL, 1998.
- [24] J. Caballero, "El nivel de satisfacción de las necesidades humanas y las necesidades laborales en docentes de la institución educativa Inmaculada Universidad Nacional de San Agustín, Arequipa, Perú", BS, Thesis. <http://repositorio.unsa.edu.pe/bitstream/handle/UNSA/7272/EDMbrcajf3.pdf>
- [25] T. Ramírez, *Como Hacer un proyecto de Investigación*. Venezuela: Panapo, 2000.
- [26] M. Duque Páramo, M. (2019). "Importancia de la calidad de la Investigación Cualitativa", *Enfermería universitaria*, vol.16 no.2, Jun 2019. Available: http://www.scielo.org.mx/scielo.php?script=sci_arttext&pid=S1665-70632019000200117
- [27] D. Gaviria, y F. Castejon, "¿Qué aprende el estudiantado de secundaria en la asignatura de educación física?", *Revista Electrónica Educare*, vol.23 no. 3, pp 24-43, September 2019. Available: https://www.scielo.sa.cr/scielo.php?pid=S1409-42582019000300024&script=sci_abstract&tlng=es#:~:text=El%20estudiantado%20considera%20que%20los,las%20reglas%20de%20los%20deportes
- [28] J. Abbada, *Cómo escribir una conclusión para un trabajo de investigación*. Mind the graph. 2022 Available: <https://mindthegraph.com/blog/es/como-escribir-una-conclusion-para-un-trabajo-de-investigacion/>