IMPACT OF THE ORGANIZATIONAL CULTURE ON THE EMPLOYEE MOTIVATION AND IMPROVEMENT OF THEIR ENTREPRENEURSHIP POTENTIALS

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Abstract: Organizational culture shapes the behavior of employees, taking its share and influence in all aspects of work, which also reflects on the final organizational results. Organizational culture is an organizational system of shared values and norms, along with appropriate behavior, which defines what is important to the business organization and which attitudes, beliefs, and behaviors are appropriate. In fact, organizational culture is that part of the organization that sends "signals" to employees about what is desirable and what is undesirable behavior, what is valued and valued in a particular organization. However, in order to see the positive aspects of organizational culture, it is necessary to have an alignment between the management of the organization and the level of placement of the organizational culture. The progress of employees, in a business organization that takes care of its continuous growth and development, can be realized only through an effective system for managing the performance of employees in order to encourage their creativity and entrepreneurship potential. Consequently, if employees do not have values, beliefs and behavior in accordance with the strategy of the business organization, then they work against themselves, but also against the organizational goals, which may ultimately result in the departure of the individual from the organization, with consequent overall performance. and performance. In order to properly set the organizational culture in the business organization, in order for it to help in the process of employee motivation, it is important to point out the need for efficient and effective communication, both between employees and between management and employees in the organization. In addition, a series of analytical studies confirm that 85% of conflicts in business organizations depend on effective communication and interpersonal skills of employees. Reducing the level of conflict provides a higher level of motivation for employees, who believe that the organizational culture gives a positive incentive and contribution to the development of personal and professional performance. Motivated employees, not only create a good work environment, they are also of great importance for the contribution to the organization, in order to develop all potentials and performance. Consequently, the organizational culture greatly contributes to the employees themselves feeling comfortable and fulfilled, as well as by finding their place, value and job qualities, to incorporate them into productive business processes.
The main goal of the work and the conducted research is insight into the importance of organizational culture in encouraging a higher level of employee motivation, with special emphasis on the development of personal and entrepreneurial potentials.
Keywords: organizational culture, motivation, performances, entrepreneurship

1. INTRODUCTION

Organizational culture is a significant segment of the organization, including conscious or unconscious values, ideas, attitudes and symbols that shape human behavior and are a specific catalyst for the acquired knowledge and experience that people use in developing their social behavior, acceptance and mutual preservation of cultural and other values.
The intensity and strength of the organizational culture is manifested through the consistency and ability of the basic indicators of the organizational culture to regulate the behavior of the organization and its members. This means that the regulation of individual, group and collective behavior is achieved through special mechanisms.
According to Peter Drucker, the time we are currently living in is called an era of discontinuity that prevents the desired accuracy of prediction and contributes to the necessity of working on flexibility. Successful organizations use ideal forms of organizational structures and processes that enable them to become more organizationally flexible and adaptable, as well as to generate success stories of products and services. All this contributes to gaining proactive control over the overall future of the business organization, rather than waiting for a reaction based on changing market and market values (Drucker, 2006).
In order to send all the changes successfully, knowledge is necessary, and the first change that the organization needs to introduce is the attitude towards knowledge. The business environment is becoming particularly complex, so in order to stay in the positive dynamics of its work, it is necessary to send the latest knowledge on how to learn more about the competition and how to be one step ahead of it. The only resource of the organization that has the

ability to acquire knowledge is the employees, which means that the focus of modern managers, more than ever, should be on the employees themselves, as well as on encouraging and strengthening their potential (Elten et al., 2018).

In addition, the cultural values necessary to create a successful organization in today's global economy are often different from the traditional national values applied decades ago. In that regard, the most common elements that should be paid attention to when realistically inspecting the impact of organizational culture on employee motivation is, among other things, the existence of differences in terms of social culture, language, religion and education. Better understanding of these factors, ie elements, enables better understanding of people in terms of their personal comfort within the system of organizational culture that is set, in order to avoid critical mistakes and misunderstandings in the work (Galbraith, 2003).

In order to properly set the organizational culture in the business organization, in order for it to help in the process of employee motivation, it is important to point out the need for efficient and effective communication, both between employees and between management and employees in the organization. In addition, a series of analytical studies confirm that 85% of conflicts in business organizations depend on effective communication and interpersonal skills of employees. Reducing the level of conflict provides a higher level of motivation for employees, who believe that the organizational culture gives a positive incentive and contribution to the development of personal and professional performance (Burke et al., 2017).

Motivated employees not only create a good work environment, they are also of great importance for the contribution to the organization. According to Kulic (Kulic, 2003), people are motivated to do what is in their best interest. In this regard, the organizational culture greatly contributes to the employees themselves to feel comfortable and fulfilled, as well as by finding their place, value and job qualities, to incorporate them into productive business processes.

Organizational culture that is set on a solid foundation with a clearly defined mission and vision of the business organization, as well as a path to acquire it, but also well-defined work commitments, encourages a higher level of motivation of employees, and thus the efficiency of work process. In addition, the psychological state of the individual is related to job satisfaction, job motivation, performance and absence (if the individual is motivated and satisfied, the absence from work will be reduced and vice versa). Job satisfaction depends on the combination of work tasks, the position of the individual in the workplace and his / her personal characteristics. Among the particularly important factors that have a large share in the impact of organizational culture on employee motivation are: conditions for encouraging personal skills of employees; autonomy in the organization of work (Ackoff et al., 2018).

Organizational culture is needed by organizations in order to enable continuous growth and development, which further ensures its survival and competitiveness. The development of the organization can be defined as the degree of ability for transformation processes in a way that will ensure more efficient use of existing benefits. All this can be achieved only through continuous motivation of employees and encouragement of their entrepreneurial competencies that can greatly contribute to innovation in the workplace (Elgoibar et al., 2016).

In that direction, if innovation is introduced in the organization, positive conditions are created for organizational growth, and all this is impossible to be realized without a stable organizational culture (Tisen et al., 2016).

2. MATERIALS AND METHODS

In order to form the theoretical aspects attached to the paper, a practical understanding of the problem is approached. For that purpose, the following methodology is implemented, from the aspect of conducting empirical research.

Within the paper, the practical element is presented through a method of descriptive analysis, presented on the basis of data processing from a survey questionnaire (with combined questions of closed type) on a representative sample of 100 respondents (employed in domestic companies in the Republic North Macedonia) in order to see what is the approach in terms of the impact of organizational culture on encouraging greater motivation of the employees and their entrepreneurial potential.

The descriptive method is used to describe and explain all segments of the overall research, enabling at the same time a systematic and understandable presentation of the data collected within the framework of its own research, as well as secondary data.

The empirical research in this scientific paper is based on the data obtained from the survey questionnaire (Survey Questionnaire 1) of a closed type. The basic methodological idea in the testing of empirical research is aimed at testing the general hypothesis of the paper. The research is conducted on employees within two domestic companies - XY (in the group of small and medium enterprises), in order to see the contribution in the context of the impact of organizational culture on the motivation and entrepreneurial capacities of the employees, as well as to

extract essential conclusions on a current issues, both in the country and to make recommendations that are applicable to a larger group of companies affected by this issue.

The survey questionnaire that is applied within the empirical research in this paper, gains its legitimacy for application in a given situation and the framework of perception of a certain ratio of respondents' attitudes to research questions, based on previously implemented research. Namely, in its initial basis, the research questionnaire was applied in the scientific paper with the original title "Resolving International Conflict: Culture and Business Strategy" by the London School of Business. This is an original version of the application of the questionnaire in accordance with the concept of asking questions. The questionnaire was created and implemented by the Center for International Business Strategy (CIBS). The questionnaire was implemented in several target groups, simultaneously in different countries. However, from the form of the questionnaire, those questions are extracted that directly allude to the problem being researched (organizational culture - motivation - entrepreneurial potentials).

The main goal and starting point for the implementation of empirical research in the paper "Resolving International Conflict: Culture and Business Strategy" (London Business School) was to show the differences between employees, in order to minimize cultural differences, ie between employees with different socio-cultural perception. For that purpose, as a starting point of this approach, a theoretical analysis based on seven dimensions can be attached to the cultures that can be differentiated and categorized in the business world, ie: universalism versus specialization; collectivism versus individualism; affective versus neutral relationships; specificity versus diffusion; achievement versus description; time orientation; and international versus external control. The key message of the research is to create an organizational culture in which projects and new initiatives will be encouraged and supported by employees who have not yet achieved something (entrepreneurial potential), in other words to attribute their status in order to promotes success. Everyone should be equal in their rights and opportunities, however the competition within the organization will produce a hierarchy of relative ranking.

The questionnaire was administered individually to each respondent, taking into account the ethical dimension of the questions, as well as the protection of personal data in terms of public presentation, without compromising the credibility of both employees and the institution itself.

Additionally, the paper uses a method of content analysis, a method of synthesis and a method of generalization and specification, in order to integrate the overall results obtained (theoretical-practical and empirical findings).

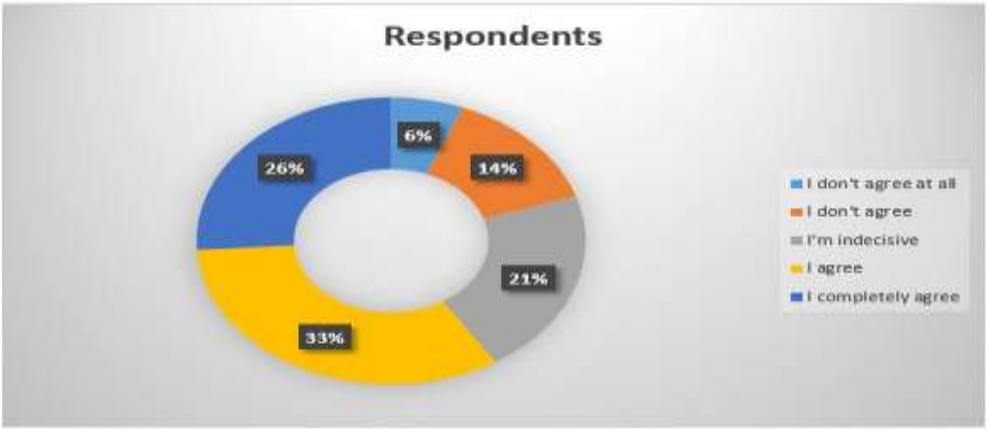
3. RESULTS

Within the results obtained from the conducted research, various aspects related to the attitude of the respondents are considered (placed on a Likert scale, in order to see the gradation of the attitude from positive to negative). Regarding the obtained results, an appropriate selection was made of questions that have a large share in the further analysis and interpretation of the data. Initially, especially important is the attitude of the respondents regarding the possibility of the employees in the business organization to show will and accept a positive affirmation of personal motivation and entrepreneurial potentials, based on the set organizational culture. All this is of particular importance in order to expect a positive work atmosphere and achievement of the organizational goals.

Within the analysis, the following questions from the survey questionnaire are taken into account as the most relevant for the general hypothesis:

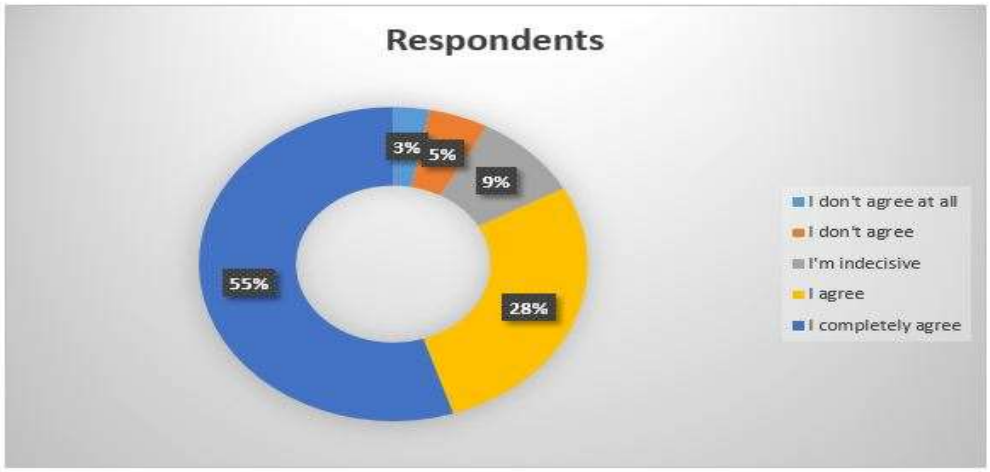
- The company has an organizational culture that creates conditions for a pleasant working atmosphere and affirmation of personal potentials in creativity, entrepreneurship and self-effectiveness in performing the work tasks (Question No. 4).
- Understanding the socio-cultural specifics of employees affects their greater productivity and working motivation (Question No. 7).

The distribution and processing of the answers to the question number 4, is given in Graph 1:



Source: Author's own research

The distribution and processing of the answers to the question number 7, is given in Graph 2:



Source: Author's own research

4. DISCUSSIONS

The Republic of North Macedonia, a country that until recently passed the transition period, builds its integrity in business operations on the basis of a set legal framework that aims to protect the rights of workers. In fact, this is the biggest challenge in the organizational framework - laying a solid foundation for fostering a transparent relationship at work, in order to prevent internal and external conflicts and encourage personal and organizational growth and development (driven by the benefits of globalization). All this can be best controlled by setting up a management / leadership structure in accordance with the needs of the business organization, as well as the strategic set-up of the organization to achieve continuous growth and development.

This segment of the challenge is of particular importance to control, primarily because some organizations also operate in the international market, where they face additional effects in the work in terms of socio-cultural benefits. On the other hand, there are organizations with an international context of action that are represented on the Macedonian market. Consequently, the motivation of employees, aimed at the affirmation of their entrepreneurial competencies, greatly affects the increase of competitive advantage.

The Economic Chamber of the Republic of Northern Macedonia, through its "Business Center for Training and Education", among other things promotes additional incentives and activities for the development and motivation of employees in business organizations, in terms of strengthening their skills for work process orientation, coordination and entrepreneurial exposure (SKRM, 2021). This type of Center operates on the basis of data obtained on the need for skills development and in coordination with the "Employment Agency of the Republic of Macedonia" (COST, 2021).

Based on the above, in state (social) frameworks, several steps have been taken in that area, however, intervention in the overall education system is needed on a long-term basis to promote appropriate values of the need for an

essential understanding of the importance and role of organizational culture for the business organization, as the main thread for providing high motivation of employees and directing their entrepreneurial potentials.

As a part of the empirical research, the obtained results were processed, in order to interpret the data more appropriately. Regarding the attitude of the respondents about the influence of the organizational culture on encouraging the development of personal potentials, primarily entrepreneurial performance as well as self-effectiveness (Graph 1), there is a high level of support among the group of respondents. More specifically, 20% of the respondents do not agree with the statement (categories: "I do not agree at all" and "I do not agree"), 21% of the respondents are indecisive and 59% of the respondents agree with the statement (categories: "I agree" and "I totally agree"). Consequently, there is a high perception among respondents regarding the importance of the organizational culture in the development and encouragement of their entrepreneurial potentials, however, it is necessary through a training system to ensure more consistent affirmation of personal perspectives in employees, in order to higher self-motivation and achieving high career success and professional interests.

Regarding the impact of socio-cultural specifics on the employee productivity and their motivation, which is best reflected in the existing organizational culture, there is a particularly high level of support by the respondents (Graph 2). Namely, only 8% of the respondents do not agree with the statement (categories: "I do not agree at all" and "I do not agree"), 9% of the respondents are indecisive in their position and 83% of the respondents agree with the statement (categories: "I agree" "I completely agree“). Consequently, the high level of support indicates the actualization of the organizational culture and socio-cultural specifics in the daily life of the employees within the business organizations, in a way that they show awareness of the importance of socio-cultural specifics, especially their impact on daily motivation and overall productivity.

According to the above, it is seen that the hypothesis of the work proves to be positive, ie: *"The more the management of the business organization takes into account the organizational culture and its placement on the socio-cultural specifics of the employees, the more there is positive affirmation of personal and entrepreneurial potential of the employees as well as the motivation for a higher level of productivity in the business activities.*

5. CONCLUSIONS

Based on the literary review, as well as on the basis of the thorough empirical research conducted within this paper, several concluding observations are attached:

- Within the modern business environment, effective teamwork, job satisfaction, efficiency, productivity, motivation, coordination and synergy in business units, functions need to prevail, and it all largely depends on the organizational culture.
- The biggest obstacle for effective work within the organizational framework is an unstable organizational culture, ie the inability to produce an individual or organizational focus of action, especially in order to develop and encourage entrepreneurial potential in the employees. In this regard, the long-term success of the organization depends on the mutual interaction of the employees, learning skills and personal growth and development.
- Culture is the most important platform that defines the roots of the employee motivation and progress. It especially affects the encouragement of entrepreneurial skills within the employees, in a way that they give their maximum and creative stimulus in achieving organizational goals.

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