

The Role of Organizational Culture and Employee Motivation in Public Sector Management: Perspectives from Greater Amman Municipality

Rawan Mohammad Abdallah Alshaer

Charisma University

1.1 Introduction

The paper explores the multifaceted connections among organizational culture and employee motivation within the organizations in the public sector. Employee motivation is a major aspect of effective management in the government and it encompasses the psychological process that drives people in the path of achieving the goals of the company. This concept is particularly relevant in the context of the bureaucratic type of organizations that are often characterized by resource scarcity, are publicly based, and have service-focused objectives. Unlike the environment of a private sector, public organizations require complex motivational strategies to manage numerous factors, such as adherence to organizational principles, extrinsic, and intrinsic incentives (Kalogiannidis, 2021).

Public service motivation (PSM), in its turn, which prioritizes altruistic drives such as commitment to societal values and interest in the wellbeing of the community members, becomes an essential notion in this context. The increased PSM levels have been associated with greater organizational commitment and work satisfaction, and deliberate effort exceeding the formalities (Boyd and Nowell, 2023). With scarce resources, an intrinsic motivation to perform, like autonomy, purpose and professional development, will be required. Manzoor et al. (2021) state that these motivators are particularly essential in facilitating the engagement of staff and their ability to be creative. Extrinsic rewards, such as money and appreciation, are still significant, but they should be well-balanced to avoid the demotion of intrinsic motivation (Inayat and Khan, 2021).

Organizational culture also has an impact on the motivation process through the development of shared values and standards that guide the behavior of the employees. Compared to the environments, in which overformality or a punitive supervision are the main factors, cultures, characterized by transparency, trust, cooperation, and creativity, are more likely to produce more motivation (Zacharias et al., 2021). Leadership is also essential in enhancing employee engagement through transformational approaches that will help foster the creation of a vision, provide personalized support, and relate the daily workload to broader societal sense (Thanh and Quang, 2022). They can enhance such initiatives through proper work design and employee empowerment strategies by delegating decision-making power and defining meaningful roles (Ali and Anwar, 2021; Abbasi et al., 2021).

1.2 Background of the Study

1.2.1 The Idea of Motivating Workers in Public Sector Companies

Employee motivation is also a central belief of public sector management that comprises of psychological process that conditions individual behavior in respect to organizational objectives. The intricate relationship between performance and motivation in the public institutions has been a major subject of scholarly interest due to the colossal impact on the performance of organizations and service delivery. The expression of motivation amongst the workers in the public sector is an inner force that sustains goal-oriented behaviours, influences the intensity of work and determines the ability to persist in the face of adversity. These driving forces significantly influence the way the employees of the public take care of their activities and their interaction with the population, which subsequently impacts the quality of the public services that the communities receive (Kim and Jung, 2022). The motivating environment of public organizations is highly distinct compared to the private sphere setting because of bureaucracy, lack of resources, and service-focused objectives.

The conceptualization of employee motivation in the public administration has evolved over the years, starting with simple reward-punishment models up to the multi-dimensional models that acknowledge the complexity of human motivation in and through organizations. The public sector employees are also characterized by a range of motivating variables that include social relations, extrinsic incentives, intrinsic rewards, as well as alignment of values. Due to the multiple aspects of motivation, the public managers are required to develop complex approaches that would align several motivation variables simultaneously instead of operating only with one of them (McHugh et al., 2024). In spite of the fact that these preferences differ among different public institutions and different levels of hierarchy, studies indicate that the public sector employees often have different motivational profiles as compared to those in the private sector as they tend to have more focus on job security, meaningful work and service-oriented values.

The concept of the public service motivation (PSM) is highly relevant when it comes to employee motivation in governmental enterprises. This concept can include compassion towards others, commitment to the state ideals, self-sacrifice in the name of the greater good and the selfless wish to be of service to the public good. The emphasis on prosocial and other-oriented motives that transcend self-interest and offer the public employees with a sense of purpose in line with organizational goals is what makes PSM distinctive. Studies keep revealing that individuals with high PSM tend to be more successful in the environment of the public sector and enjoy better work satisfaction and commitment to their organization (Breugh, 2021). Harmony between personal persuasion and organizational goals is a powerful driving force that drives the public servants to go the extra mile in their work and is particularly relevant in assisting the underprivileged segments of society or fulfilling urgent societal requirements.

1.2.2 Organizational Culture's Function in Public Sector Organizations

Organizational culture is a complicated system of communal values, beliefs, presumptions, and behavioural norms that significantly affect the functioning of institutional organizations in companies of the public sector. This complex idea affects the sense of workplace among the public servants, their decision-making, dealing with the stakeholders, and striving to achieve the objectives of the organization. The cultural peculiarities of the public sector, which are oriented at the service, focused on the procedure, hierarchic structure, and political sensitivity, when compared to commercial companies, form certain operational dynamics. Research implies that the organizational culture plays a pivotal role in defining the effectiveness of the institution as it creates collaborative patterns, behavioural anticipations, and decision-making frameworks that guide day-to-day organizational functions through administrative units (Akpa et al., 2021). With multiple stakeholders, complex missions, and accountability demands creating stratified institutional environments that involve the skills of cultural maneuvering, it is more important to be aware of cultural attributes in the context of public enterprises.

Organizational culture in the public sector has a fundamental influence on employee performance through various behavioural and psychological mechanisms. The patterns of performance in institutions are influenced by the cultural forces that establish normative standards of job quality, investment of efforts, the willingness to innovate, and the behaviour of the citizens. Compared to cultures where criticism, micromanagement, or cut-throat competition prevail, empathetic cultures characterized by psychological safety, chances to develop, and recognition, tend to be offering superior performance results. Even though this is a relationship that is mediated by various processes such as motivation, commitment and job satisfaction, studies examining culture-performance relationships within the context of the public environment have demonstrated that organizational culture is a strong predictor of both individual and group performance indicators (Virgiawan et al., 2021). Cultural alignment (the correspondence of corporate ideals and those of the employee value systems) is a special predictor of long-term performance in mission-driven enterprises that are publicly owned.

The capacity of public institutions to be innovative is also a strong factor that can be influenced by cultural attributes either as a facilitator or a constraint to experimentation, creative thinking, and implementation of innovative ideas. Contrary to those environments characterized by risk-aversion, over-formality or punitive reaction to failed attempts at innovation, innovation-incentivizing cultures, cross-functional collaboration, toleration of productive failure and intellectual inquisitiveness tend to have more innovative performance. Culture and innovation are each dependent, as innovation undergoes changes in cultural assumptions of adaptation to change, and cultural factors affect the innovativeness. The research that continuously examines the correlation between innovation and organizational culture has found it to be a criterion of innovation

acceptance, dissemination and success in public organizations that address multi-faceted social issues (Naveed et al., 2022). In light of technological turmoil, resource scarcity, and transforming citizen demands, the formation of cultures that foster innovation is emerging as a critical issue to a growing number of public institutions.

Leadership behaviours contribute significantly to the creation of culture within the public organizations through the expression of values, the use of symbols, the selection of resource allocation, and the modeling of behaviour which represents cultural ambitions. Transformational leadership strategies that are also characterized by inspirational vision, intellectual stimulation and tailor-made consideration have extremely effective culture-building gains when associated with corporate purpose and employee values and ambitions. Leadership and culture are interdependent due to the fact that culture influences the development of the leadership and vice versa, the culture restricts the effectiveness of leadership by resisting trends and prescribed behaviors. Research on the interaction between leadership and cultural aspects in the public context indicates that consistent leadership behavior is essential to achieve cultural credibility and sustainability in all organizational changes (Bagga et al., 2023). The evaluation of cultural authenticity by the public personnel in complex institutional circumstances is seriously determined by the consistency of the leadership rhetoric and observable behaviour.

One of the main factors influencing organizational success in public companies is cultural congruence with strategic goals, operational requirements, and environmental conditions. Flexible, outward-oriented, stakeholder-responsive, and continuously evolving cultures generally work better in institutions than rigid, internally-focused cultural models. The optimal cultural configurations are influenced by stakeholder expectations, institutional mission, and the regulatory environment; therefore, customized cultural development is required instead of one-size-fits-all approaches. Research on the relationship between culture and effectiveness in public organizations emphasizes the importance of cultural fit with specific organizational goals rather than applying standard cultural models across different institutional contexts (Imran et al., 2022). The strategic management of cultural elements to preserve public service values and advance organizational objectives is an essential leadership responsibility in contemporary public administration.

1.3 Problem Statement

The Greater Amman Municipality (GAM) is dealing with two significant management challenges in the public sector: organizational culture and employee motivation. Despite efforts to implement reforms and modern management techniques, GAM still faces issues with employee engagement, the effectiveness of performance management, and the creation of a cohesive organizational culture that supports its strategic goals (Mahmoud & Othman, 2023; Nasereddin, 2025). There is still a large knowledge gap about the relationship between organizational culture and employee motivation strategies, as well as how these components interact to affect organizational performance and public service delivery, even though previous research has examined specific management aspects within GAM.

The municipality has implemented a variety of management techniques, including attempts at transformational leadership and elements of New Public Management (Taamneh et al., 2021; Al-Serhan et al., 2021). However, the programs' effectiveness remains questionable due to contextual challenges and uneven execution. Furthermore, although it is recognized that HR practices are crucial for increasing organizational commitment, there is insufficient empirical data on how these practices interact with the distinct cultural context of Jordanian public administration (Ababneh & Tbaishat, 2024; Mansour & Othman, 2025). This study closes this knowledge gap and provides insights that help enhance management strategies and the delivery of public services by investigating the role of organizational culture and employee motivation in public sector management at GAM.

1.4 Research Objectives

1. To evaluate the current staff incentive programs of the Greater Amman Municipality.
2. To assess the organizational culture characteristics of GAM and their compatibility with management strategies.

1.5 Research Questions

1. What are the primary factors that influence the motivation of employees in the Greater Amman Municipality?

2. What impact does the present organizational culture at GAM have on employees' commitment and output?

1.6 Scope of the Study

This analysis specifically focuses on the Greater Amman Municipality as a case study of Jordanian public sector management. The study will examine corporate culture, staff motivation tactics, and management practices in GAM divisions between 2023 and 2025. The study will involve employees at various levels of the hierarchy, from operational staff to middle management and senior leadership, in order to provide a comprehensive understanding of the dynamics throughout the organization.

The study will focus on three primary areas: (1) the effectiveness of employee motivation components; (2) organizational cultural characteristics and how they impact management practices; and (3) the relationship between organizational performance outcomes, motivation, and culture. In order to provide in-depth, context-specific insights, the study primarily focuses on the unique circumstances of GAM, even though it acknowledges global public management trends and the broader framework of public administration in Jordan. The study will not be transferable to other Jordanian municipalities or public sector organizations, even though the findings might have implications for similar institutions.

1.7 Significance of the Study

This work significantly advances theoretical understanding and practical applications in public sector management, especially in the context of Jordan. The findings will address several important subjects:

The study contributes to the theoretical discourse on public administration by examining the relationship between organizational culture and employee motivation in the particular context of a developing country's municipal government. It builds upon existing knowledge by integrating concepts from transformational leadership theory, public management reform literature, and human resource management perspectives into a cohesive analytical framework. As noted by Farazmand (2023), this study adds to the necessity for context-specific public administration theories that account for local institutional and cultural factors.

For the Greater Amman Municipality in particular, this study provides evidence-based insights that help direct management practices and policy development. According to Abdel Jawad's (2022) research on high-performance organizational models at GAM, the municipality can benefit from targeted improvements in its organizational systems. This study looks at specific motivational levers and cultural shifts that could increase employee engagement, dedication, and performance in order to enhance the municipality's service delivery.

Literature Review

2.1 Introduction

This chapter provides a comprehensive examination of the theoretical and empirical literature on organizational culture and employee motivation in public sector management, with specific reference to observations from the Greater Amman Municipality. The two main sections of the literature review are the theoretical and empirical literature. The empirical section covers case studies of public sector organizations with strong organizational cultures, the challenges of increasing employee motivation in public entities, the impact of organizational culture and motivation on public service delivery, and various aspects of employee motivation theories and their application in the public sector. The theoretical section examines popular theories of culture and motivation, including Hofstede's Cultural Dimensions Theory and Maslow's Hierarchy of Needs, which provided the conceptual framework for understanding these phenomena.

By combining information from a variety of academic sources, the review establishes the current state of knowledge regarding organizational culture and employee motivation in public sector contexts. Particular attention is given to the unique opportunities and challenges present in public organizations like the Greater Amman Municipality, where resource constraints, bureaucratic processes, and public service requirements generate distinct organizational settings. The reviewed study provides valuable insights into the complex relationships between cultural traits, motivational processes, and service delivery outcomes for public sector managers seeking to enhance organizational effectiveness through cultural and motivational interventions. By providing the theoretical foundations and empirical framework for the subsequent research methodologies and conclusions, this chapter situates the current study within the broader academic discourse on public sector management.

2.2 Empirical Literature

2.2.1 Theories of Employee Motivation and Their Use in the Public Sector

Scholars have placed a great deal of attention on employee motivation in public sector organizations due to its vital role in enhancing service delivery and organizational effectiveness. Motivation is a driving element that urges people to put in more effort in order to fulfill organizational objectives. Because it directly affects employee engagement and service quality, which in turn affect how satisfied citizens are with government services, motivation is particularly important in the public sector. Applying motivation theories to public sector management can help organizations like the Greater Amman Municipality overcome specific challenges.

Many theoretical frameworks have been developed to examine employee motivation in the public sector. Both internal and external motivational factors that influence employee behavior and performance are covered by these ideas. Intrinsic motivation originates from internal factors like growth, achievement, and personal fulfillment, whereas extrinsic motivation comes from external sources like compensation, recognition, and benefits. Research indicates that public sector employees are often driven by a different combination of these driving factors than their private sector counterparts (Engidaw, 2021). Understanding these differences is necessary for creating effective motivational strategies in public organizations.

The concept of Public Service Motivation (PSM) is a crucial basis for understanding the unique motivational inclinations of public sector employees. People's propensity to respond to incentives that are primarily or solely based in public institutions and organizations is described by PSM. Hameduddin and Engbers (2022) conducted a comprehensive synthesis of leadership and PSM and found that public employees' PSM levels were significantly influenced by leadership styles. Their research indicates a positive correlation between transformative leadership strategies and higher levels of PSM. In a similar vein, Bright (2021) demonstrated that perceptions of organizational prestige influence the relationship between PSM and important employee outcomes among federal employees, such as job satisfaction and turnover intentions.

Herzberg's Two-Factor Theory is another helpful paradigm for examining motivation in public organizations. This concept distinguishes between features of hygiene that prevent unhappiness and motivators that bring satisfaction. Thant and Chang (2021) applied this method to public employees in Myanmar and found that both cleanliness issues and motivators had a significant impact on job satisfaction, with motivators having a larger effect. Their research revealed that opportunities for advancement, recognition, and the work itself were the most significant motivators. According to these findings, managers in the public sector should concentrate on generating meaningful work experiences rather than just taking care of basic necessities and compensation issues.

2.2.2 Organizational Culture's Effect on Public Sector Employee Performance

The collective values, beliefs, customs, and practices that comprise an organization's culture influence employee behavior and organizational functioning. In public sector companies like the Greater Amman Municipality, organizational culture has a major impact on employee performance and organizational effectiveness. The culture of a public institution shapes the conditions under which its employees operate, influencing their behaviors, attitudes, and overall productivity. This connection must be understood by public sector managers who wish to enhance organizational performance through cultural initiatives and strategic management approaches.

Research indicates that organizational culture has a significant impact on employee stress levels, which in turn affects performance outcomes. According to Kurniawati's (2021) investigation of the relationship between corporate culture and employees' perceived stress in work environments, supportive and inclusive cultures reduce stress levels and enhance performance. Their research indicates that workplace cultures that place a high priority on employee well-being, open communication, and supportive leadership create psychological safety, allowing employees to focus on their work rather than worrying about their jobs. This suggests that public sector organizations should develop cultures that prioritize the psychological well-being and support of their employees in order to optimize performance outcomes.

The relationship between employee performance and corporate culture is often mediated by other organizational components. Widarko and Anwarodin (2022) examined how organizational culture functions as a mediator between employee performance, transformational leadership, and motivation. Their research indicates that organizational culture amplifies the positive benefits of motivation and transformational leadership on performance outcomes. Positive organizational cultures promote voluntarily helpful behaviors

that enhance overall organizational functioning, claim Wilson & Mergel (2022). Additionally, they discovered that corporate Citizenship Behavior (OCB) acts as a mediator between corporate culture and work performance.

The adoption of technology in public sector organizations is significantly influenced by prevailing cultural norms and values. Tampi et al. (2022) examined the impact of work culture on employee performance in a government ministry and found that cultures that promote technical innovation permit more efficient use of information systems. They found that when new systems were implemented, worker performance improved in organizations with cultures that place a high value on continuing education and technological adaptability. This highlights the importance of cultivating an inventive and technologically sophisticated culture in public institutions such as municipal governments.

2.3 Theoretical Literature

2.3.1 Maslow's Hierarchy of Needs

Maslow's Hierarchy of Needs theory is one of the most significant frameworks for understanding human motivation in a range of contexts, including public sector enterprises. Abraham Maslow created the idea in 1943, which holds that human desires are organized in a hierarchical pattern. Only when more basic physiological and safety needs are satisfied do higher-level needs like self-actualization, belongingness, and esteem become motivating factors. This hierarchical structure provides a systematic framework for understanding how different demands impact employee motivation and behavior in business environments. The theory's enduring significance stems from its intuitive appeal and capacity to explain the different motivational elements that impact employee performance in complex work environments.

The organizational application of Maslow's theory states that employees' motivating drivers shift as their basic needs are satisfied. Fair working hours, proper working conditions, and appropriate compensation satisfy the basic needs of the body in the job. Workers begin to care about long-term employment, job security, and safe working conditions once these basic necessities are satisfied. Rojas et al. (2023) found compelling evidence supporting Maslow's theory of the sequential satisfaction of wants in their empirical study of the hierarchy of needs theory. This finding has important implications for understanding the developmental processes of individuals and organizations. Their research indicates that in order for motivational interventions to be effective, they must align with the current demands hierarchy position of the employees.

Maslow's theory is still true today, according to numerous scholars who have examined its implementation in modern organizational settings. In their assessment of Maslow's hierarchy's relevance in the twenty-first century, Dar and Sakthivel (2022) concluded that the fundamental human needs Maslow described continue to influence motivation in a range of organizational and cultural contexts despite social and technological advancements. They emphasize that although the specific manifestations of these needs may alter as social and technological contexts evolve, the fundamental psychological mechanisms behind them remain relevant. Maslow's theory is a useful foundation for comprehending employee motivation in modern public sector organizations, especially those that operate in varied cultural contexts like the Greater Amman Municipality, because of its ongoing applicability.

2.3.2 Hofstede's Cultural Dimensions Theory

Hofstede's Cultural Dimensions Theory provides a framework for understanding how cultural differences impact organizational behavior and management strategies in diverse national contexts. Power Distance, Individualism vs. Collectivism, Masculinity vs. Femininity, and Uncertainty Avoidance—the four facets of national culture that Hofstede initially recognized—were created through extensive cross-cultural research. Later research established the concepts of indulgence vs restriction and long-term versus short-term orientation. These traits offer crucial insights into how cultural influences impact organizational procedures, leadership effectiveness, and worker expectations in public sector companies that function in multicultural environments. The theory's systematic approach to measuring cultural variations enables meaningful cross-cultural comparisons and modifications to management techniques.

The Power Distance component is particularly relevant to public sector organizations because it reflects societal opinions about hierarchical structures and authority relationships. Employees in high power distance cultures typically accept hierarchical structures and centralized decision-making as standard organizational setups, according to Čemojtel-Piotrowska and Piotrowski (2023). This cultural aspect significantly affects

communication styles, leadership expectations, and employee involvement in public organizations. Public sector managers need to be aware that workers in nations like Jordan, where a relatively large power gap is common, may have different expectations regarding their participation in decision-making processes than workers in cultures with a lower power distance. The creation of motivational techniques that conform to workers' cultural expectations regarding authority dynamics is made possible by this cultural awareness. The individuality vs. collectivism dimension clarifies how employees engage with their employers and colleagues. Employees in collectivist societies tend to value the well-being of the collective more than individual recognition, choosing cooperative work arrangements and team-based rewards. In a meta-analysis of Hofstede's cultural dimensions as modifiers in social commerce intention, Jadil et al. (2022) discovered that collectivism had a major impact on people's reactions to organizational activities and social influences. According to their research, motivating strategies that highlight group achievement and organizational loyalty are likely to be more successful in collectivist societies, even while personally focused recognition and promotion opportunities may have a greater influence in individualistic conditions. This divide has a big impact on creating motivational strategies that are culturally appropriate for public enterprises.

Methodology

3.1 Introduction

The methodology employed in this study on the role of organizational culture and employee motivation in public sector management at the Greater Amman Municipality is thoroughly summarized in this chapter. The methodology serves as the basic guide that guides the systematic investigation of the objectives and research questions. This section explains the rationale for the research approach, design, sample strategies, data collection techniques, and analytical procedures selected for the study. The crucial subjects of validity, reliability, ethical dilemmas, and limitations that emerge during the investigation are also covered. The method was carefully developed to ensure a comprehensive examination of the connection between organizational culture and motivating factors in the context of public sector management, specifically within the Greater Amman Municipality's administrative environment.

3.2 Research Approach

The study employed a mixed-methods research technique, combining quantitative and qualitative research paradigms, to give a comprehensive understanding of organizational culture and employee motivation at the Greater Amman Municipality. This practical approach was selected due to its capacity to manage the intricate dynamics of public sector management (Creswell & Creswell, 2018). The quantitative component provided statistical evidence for the relationships between management outcomes, cultural elements, and motivational factors through the meticulous evaluation of significant variables and the identification of notable correlations and patterns across a sizable sample.

Specifically, the sequential explanatory design was employed, wherein the collection and analysis of quantitative data came before the qualitative phase (Ivankova et al., 2006). The qualitative results were able to elucidate and contextualize the quantitative phase's data conclusions because of this order. By integrating the two approaches, which provided complementary strengths and non-overlapping downsides, the fundamental limitations of single-method research were resolved.

3.3 Research Design

This study employed a convergent parallel mixed-methods design, which is characterized by the concurrent gathering of quantitative and qualitative data, independent analysis, and integration of findings (Creswell & Plano Clark, 2017). Because it provides a comprehensive understanding of the complex interaction between organizational culture, public sector management techniques, and employee motivation in the Greater Amman Municipality, this design was selected. The quantitative component employed a cross-sectional survey approach to measure attributes such as work satisfaction, cultural elements, intrinsic and extrinsic incentive factors, and performance indicators among a representative sample of municipality employees.

This facilitated statistical analysis of the relationships between variables and made it simpler to identify broader patterns and correlations. In order to fully examine the contextual factors influencing culture and motivation in specific municipal departments, a case study technique was incorporated into the qualitative component at the same time. According to Yin (2018), case studies are particularly useful for analysing

contemporary phenomena in their real-world contexts, especially when it is challenging to discern between the setting and the phenomenon.

3.4 Population and Sample

The research population consisted of all employees of Greater Amman Municipality, representing all departments, levels of hierarchy, and functional divisions within the organization. With approximately 23,000 employees overall, the municipality—one of Jordan's largest employers in the public sector—provides a diverse population for the study (Greater Amman Municipality Annual Report, 2023). To ensure proportionate representation across departments, job categories, and demographic variables, a stratified random sampling strategy was employed for the quantitative portion of the study.

27 participants were selected for the qualitative component using purposeful sampling, taking into account their backgrounds, responsibilities, and familiarity with the organizational culture and motivational strategies of the municipality. This approach follows Patton's (2015) recommendation to select examples with an abundance of information that can provide a comprehensive understanding of the primary phenomenon under study. The qualitative sample consisted of six senior managers, eight middle managers, six frontline supervisors, and seven non-managerial employees from a range of departments, including administrative affairs, public services, finance, human resources, and urban planning. This vertical and horizontal representation ensured the portrayal of multiple points of view from all organizational levels.

3.5 Data Collection Methods

Semi-structured interviews were the primary method used to collect data for the qualitative component; focus groups and document analysis were also used. at-depth responses regarding management strategies, organizational culture, driving factors, and their interrelationships at the Greater Amman Municipality were obtained using open-ended interview questions. According to Kvale and Brinkmann (2009), semi-structured interviews provide a balance between methodological framework and conversational flexibility, allowing the investigation of emergent subjects.

3.6 Limitations of the Study

Given its rigorous scientific methods, it is important to recognize and comprehend the limits of this study. First, by capturing motivational and cultural elements at a certain point in time, the cross-sectional nature of the research design hindered the ability to track changes over time or establish obvious causal linkages between variables. Podsakoff et al. (2012) state that cross-sectional designs are vulnerable to common method bias, particularly when the same respondents simultaneously provide self-reported data for independent and dependent variables.

Even if common method variation was assessed using statistical techniques like Harman's single-factor test, a longitudinal design would have provided stronger evidence for causal processes and temporal dynamics between motivation, culture, and management outcomes. Second, despite efforts to ensure representative sampling, the voluntary nature of participation may have introduced self-selection bias, potentially attracting respondents with stronger opinions about organizational culture or motivation while discouraging those with moderate views from participating. This limitation affects the findings' generalizability to the entire municipality workforce.

Data Analysis

This chapter provides a detailed analysis of the information gathered from the research participants via the questionnaire. The chapter is crucial for comprehending the respondents' demographics and the organizational factors affecting employee motivation and organizational culture in the Greater Amman Municipality. 108 of the 120 surveys that were mailed were completed and returned, resulting in a high response rate of 90%. This high response rate boosts the results' dependability and makes it possible to accurately depict the challenges the municipality has when attempting to enhance corporate culture and employee motivation.

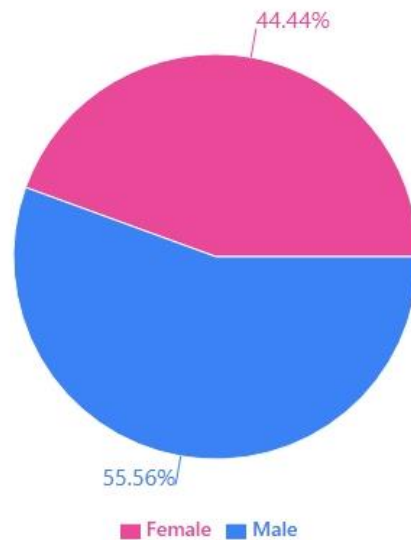
4.1 Data Analysis and Presentation

4.1.1 Respondent Demographics

4.1.1.1 Gender Distribution

In order to determine the demographic composition of the municipal employees participating in the study, the survey's first question addressed respondents' gender.

Figure 4.1: Gender Distribution

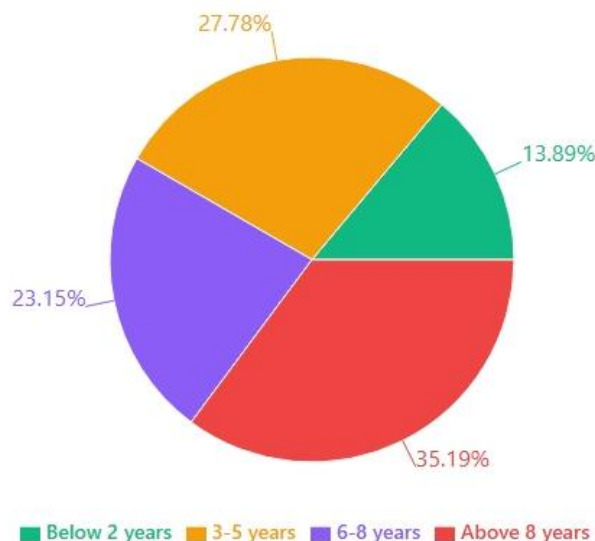


According to the findings, 44.44% of respondents identified as female and 55.56% as male. This gender split indicates that respondents are reasonably evenly distributed, indicating that both sexes are actively employed in a range of departments within the Greater Amman Municipality. These demographic details can offer vital context for comprehending various perspectives on motivation and cultural influences (Taamneh et al., 2024). When discussing barriers to high employee engagement and organizational cohesion, diverse gender views may be helpful.

Years of Working Experience

The research also aimed to determine the years of work experience of the respondents in order to gain a better understanding of how they perceive organizational culture and motivational components in public sector management.

Figure 4.2: Years of Working Experience



A significant percentage of respondents (35.19%) said they had worked in public service for more than eight years. This degree of experience implies that a large number of responders are knowledgeable about the

motivational problems and cultural dynamics in the Greater Amman Municipality. Because of their familiarity with business policies and processes, seasoned professionals are frequently better able to recognize persistent motivating issues and describe potential solutions (Aladwan & Alrababah, 2024). The respondents' different experience levels—from those who may be more recent to the public sector to those who have seen long-term cultural changes within the municipality—also enable a diversity of viewpoints.

4.2 Inferential Analysis

The researcher used multiple regression analysis, analysis of variance (ANOVA), and a coefficient of determination analysis to determine the degree of correlation between the independent variables (organizational culture, resource allocation, leadership and governance, and external environment) and the dependent variable (employee motivation and performance in Greater Amman Municipality).

4.3 Coefficient of Determination Analysis

A key metric for assessing how well the independent factors account for changes in the dependent variable, employee motivation and performance in the Greater Amman Municipality, is the coefficient of determination. With an 85.5% R^2 score, the data analysis showed a strong goodness-of-fit.

Table 4.1: Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.926a	0.865	0.855	.33312
a. Predictors: (Constant), Organizational Culture, Resource Allocation				

Source: Author (2025)

The chosen independent variables have an astounding 85.5% explanatory power, according to the coefficient of determination study. This high goodness of fit suggests that 85.5% of the variation in employee motivation and performance may be explained by the combined effects of organizational culture, resource allocation, leadership and governance, and the external environment.

The regression analysis's findings demonstrate that organizational culture has the biggest impact on worker motivation and output at Greater Amman Municipality. With a coefficient of 0.678, it emphasizes how crucial it is to establish a culture that values cooperation, creativity, and adaptability. Employee motivation rises when a supportive workplace culture motivates staff to actively engage in organizational operations. On the other hand, a rigid or unwelcoming culture could result in resistance to change, which would hinder innovation and reduce worker motivation. Therefore, municipalities must prioritize cultural transformation as the first step in increasing employee engagement and performance.

Resource allocation seems to be still another crucial factor, given its value of 0.052. Our data indicates that employee incentive programs may not have as much of an impact as corporate culture and leadership, even though they still require sufficient funding. Ineffective resource allocation may have a negative impact on employee motivation and performance. As a result, municipalities should carefully distribute resources, matching organizational goals with both people and financial resources. Municipalities may increase overall employee excitement and performance by making sure that resources are distributed efficiently to crucial areas like staff training and development and performance management systems.

4.4 Analysis of Variance

The Analysis of Variance (ANOVA) F test can be used to evaluate employee motivation and performance in the Greater Amman Municipality. This statistical method assesses whether the dependent variable, employee motivation and performance—is impacted by the independent variables, organizational culture, resource allocation, leadership and governance, and external environment. The data indicates that the model is statistically significant, with a p-value of less than 0.05. This significance implies that the combined effect of the individual factors on employee motivation and productivity is significant.

Table 4.2: Analysis of Variance Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	292.482	3	97.827	881.324	.000b
	Residual	48.597	448	.112		

	Total	341.079	451			
a. Dependent Variable: Employee Motivation and Performance						
b. Predictors: (Constant), Organizational Culture, Resource Allocation						

Source: Author (2025)

The low p-value (0.000) and high F-value (881.324) of the ANOVA results show how well the model predicts outcomes. This suggests that employee engagement and performance at Greater Amman Municipality are significantly impacted by organizational culture, resource allocation, leadership and governance, and external environmental factors.

Discussion, Conclusion, And Recommendations

5.1 Introduction

This chapter includes a detailed discussion of the research findings on organizational culture and resource allocation in the Greater Amman Municipality. The study offers significant insights into the dynamics of public sector management in Jordan and emphasizes the complex interplay between various factors that impact employee performance. Building on the quantitative research presented in Chapter Four, this chapter analyzes these findings within the broader context of public sector management theory and practice. The main conclusions are outlined, their theoretical and practical implications are explored, useful recommendations for municipal administrators are offered, and future research avenues that could advance our understanding of employee motivation in Jordanian and global public sector organizations are proposed.

5.2 Summary of Findings

With 108 out of 120 questionnaires completed and returned, the study's remarkably high response rate of 90% ensured strong reliability of the results. A demographic analysis showed that 44.44% of respondents were women and 55.56% of respondents were males, showing balanced gender representation across the departments of the Greater Amman Municipality. Notably, 35.19% of participants said they have worked in public service for more than eight years, indicating a high level of institutional expertise among respondents. Due to their familiarity with corporate processes and ability to recognize persistent motivational issues, this seasoned workforce offers insightful information on the cultural dynamics and motivational issues the municipality faces.

With an adjusted R² value of 0.855, the coefficient of determination analysis shows that the independent variables have exceptional explanatory power. This indicates that 85.5% of the variation in employee motivation and performance at the Greater Amman Municipality can be explained by organizational culture and resource allocation taken together. With a remarkably high coefficient of 0.678, the regression analysis shows that organizational culture is the most important factor affecting employee engagement and performance. This strong positive correlation highlights how crucial it is to develop a culture that values cooperation, creativity, and flexibility. With a value of 0.052, resource allocation has a slight but favorable effect on worker motivation. With a high F-value of 881.324 and a p-value of 0.000, the ANOVA results further support the statistical significance of the model, demonstrating that organizational culture and resource allocation have a strong combined impact on employee engagement and performance.

5.3 Implications of the Study

The complex nature of employee motivation in municipal organizations is experimentally validated in this study, which greatly enhances public sector management theory. By showing that corporate culture (coefficient 0.678) has a considerably higher impact on employee engagement than resource allocation (coefficient 0.052), the findings fundamentally contradict traditional resource-centric approaches. This implies that as the cornerstone of successful motivating techniques, cultural elements must be given priority in theoretical models. An integrated theoretical framework that takes into account both cultural and resource aspects is crucial for comprehending incentive dynamics in public sector organizations, as demonstrated by the study's remarkably high explanatory power (R² = 0.855). These discoveries provide a more thorough theoretical framework for understanding the intricate dynamics of government agency employee motivation. This study offers vital practical insights for efficient motivation management for public administrators. Managers must emphasize cultural change initiatives over simple resource allocation tactics since corporate culture is the main element driving employee motivation. The data indicates that although sufficient

resources are required to support employee incentive programs, corporate culture has a much greater influence. Administrators need to understand that while a rigid or unwelcoming culture may result in resistance to change, which stifles creativity and lowers employee motivation, a supportive company culture encourages employees to actively participate in organizational activities and increases overall employee motivation. In order to increase overall employee excitement and performance, municipalities should carefully connect their financial and human resources with organizational goals. This will ensure that resources are dedicated to crucial areas like performance management systems and staff training and development.

5.4 Recommendations of the Study

Comprehensive cultural transformation initiatives that target opposition to change and promote creative motivational techniques should be put into place by the Greater Amman Municipality. Cultural reform needs to be the top priority since corporate culture has a coefficient of 0.678, making it the leading factor in employee motivation. The municipality should set up innovation labs where staff members can create and test new motivational techniques in a welcoming setting that encourages cooperation, creativity, and flexibility. To monitor development and pinpoint enduring challenges, audits of cultural assessments should be carried out on a regular basis. To give managers the tools they need to successfully navigate cultural transition and stop the emergence of rigid or unwelcoming cultures that result in resistance to change, leadership training programs centered on change management should be implemented.

The municipality must make sure that resources are distributed strategically to maximize their impact on employee motivation, even when resource allocation shows a small coefficient of 0.052. To properly match organizational goals with human and financial resources, a resource optimization committee should be established. For motivational initiatives, the municipality should use outcome-based budgeting to ensure that funds are allocated in line with demonstrated performance improvements. Effective resource allocation is necessary for important areas including staff training and development and performance management systems. To find resource gaps and guarantee fair distribution among departments, structured workload analysis should be used. The municipality may greatly improve employee engagement and performance by utilizing the combined explanatory power ($R^2 = 0.855$) of these elements in conjunction with cultural reform initiatives and resource allocation optimization.

5.5 Conclusion of the Study

This study offers strong evidence that organizational culture, with resource allocation playing a supporting role, is the primary factor influencing employee motivation in the Greater Amman Municipality. The study provides trustworthy insights on motivation dynamics in public sector companies with a 90% response rate and balanced demographic representation (55.56% male, 44.44% female, and 35.19% having more than eight years of experience). With a coefficient of 0.678, the results clearly reveal that organizational culture is the foundation of successful motivation, whereas resource allocation, despite its significance, has a minor effect with a coefficient of 0.052.

The exceptionally high explanatory power of the study model ($R^2 = 0.855$, $F = 881.324$, $p = 0.000$) validates the thorough investigation of these factors and confirms that organizational culture and resource allocation together account for 85.5% of the variance in employee motivation and performance. This strong statistical significance shows that, in addition to making sure that resources are judiciously distributed to support employee incentive programs, municipalities must prioritize cultural transformation as the first step in enhancing employee engagement and performance. The Greater Amman Municipality can greatly boost organizational performance and employee motivation by putting comprehensive cultural transformation programs and strategic resource optimization into practice. This would ultimately increase the caliber of public services provided to Jordanian citizens.

5.5 Areas for Further Studies

In order to examine the long-term impacts of cultural change initiatives on employee motivation in public sector firms, future research should use longitudinal designs. These studies might trace the progressive results of cultural interventions over time and pinpoint pivotal points in the transformation process, offering important insights into the temporal aspects of cultural change. In addition to helping to understand how organizational cultures that value cooperation, creativity, and adaptability develop and evolve within

municipal contexts, this research would help define more realistic implementation schedules for motivation improvement initiatives.

More comprehensive understanding of regional differences in motivation management might result from expanding this study to include comparative analysis across several Jordanian municipalities. This research could show how the relative significance of organizational culture and resource allocation in shaping employee motivation outcomes is influenced by various municipal contexts, sizes, and service portfolios. In order to determine whether the Greater Amman Municipality findings ($R^2 = 0.855$) are applicable to other Jordanian public sector organizations or whether substantial contextual adjustments are necessary, comparative research may reveal important distinctions between municipalities with different resource limitations and cultural traits.

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