



Leveraging Digital Transformation: Leadership and Motivation's Role in Enhancing Organizational Resilience

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Abstract. This study explores the pivotal role of leadership and motivation in enhancing organizational resilience amid digital transformation. Utilizing a quantitative approach, data were collected from 121 respondents across various industries and analyzed using Structural Equation Modeling (SEM). The findings reveal that leadership has a significant impact on organizational resilience ($t = -2.83$, $p = 0.0055$), highlighting the critical role of effective leadership in guiding organizations through transformative challenges. Additionally, motivation significantly contributes to resilience ($t = -2.23$, $p = 0.0273$), emphasizing the importance of engaged and driven employees in fostering adaptability, recovery, and sustained performance during disruptions. These results underscore the necessity of integrating strong leadership with motivational strategies to navigate the complexities of digital transformation successfully. However, the study is constrained by a relatively small sample size and reliance on self-reported data, which may limit the generalizability of its findings. Future research should focus on larger, more diverse samples and investigate additional mediating factors to provide a comprehensive understanding of resilience in the digital era.

Keywords: Leadership, Motivation, Organizational Resilience

1 Introduction

In today's fast-evolving digital landscape, organizations increasingly rely on digital transformation as a strategy for maintaining competitiveness and ensuring resilience. Digital transformation involves the comprehensive integration of digital technologies across all aspects of a business, fundamentally changing how organizations operate and deliver value [1]. Technologies such as artificial intelligence, big data, and cloud computing have reshaped industries by enabling new business models, enhancing operational efficiencies, and improving customer experiences. However, successful digital transformation extends beyond technology adoption; it requires a profound cultural shift, driven by strong leadership and motivated employees who are willing to embrace new processes and adapt to the evolving digital landscape [2]. Leadership is critical in steering organizations through digital transformation. Effective leaders provide a clear vision, communicate digital strategies, and inspire teams to embrace new technologies and processes [3]. Transformational leadership, in particular, is a

key driver of digital transformation, as it motivates employees by fostering a shared vision, encouraging innovation, and promoting risk-taking [4]. These leaders play a pivotal role not only in establishing the direction of digital transformation but also in cultivating an organizational culture that supports continuous change and adaptation.

The role of motivation is equally significant in the context of digital transformation. For such initiatives to succeed, employees must be motivated to acquire new skills, adopt new technologies, and actively contribute to the digital strategy of the organization [5]. Motivation can stem from intrinsic factors such as personal growth and fulfillment or extrinsic factors like rewards and recognition. When employees are motivated, they are more likely to engage with digital initiatives and drive the success of the organization. Leadership plays an essential role in fostering this motivation by creating an environment conducive to innovation, learning, and alignment with organizational goals [6]. As organizations undergo digital transformation, organizational resilience becomes a crucial objective. Resilience refers to an organization's ability to adapt to, withstand, and recover from disruptions caused by technological changes, market shifts, or unforeseen crises [7]. Digital transformation can enhance resilience by enabling organizations to become more agile, data-driven, and responsive to change. However, achieving resilience requires more than just technological upgrades—it demands strong leadership and motivated employees who are capable of navigating continuous change.

Implementing digital transformation presents unique challenges, particularly in managing change and ensuring employee engagement. Many transformation efforts fail because organizations often underestimate the importance of the human factor in the change process [8]. Employees may resist new technologies due to concerns over job security, increased complexity, or uncertainty about their future roles. Leadership must address these challenges through effective communication and supportive policies that involve employees in the transformation process. Engaged and motivated employees are more likely to overcome resistance and actively contribute to the success of digital transformation [9].

Furthermore, digital transformation necessitates a shift in organizational culture. Traditional structures and processes often need to be redefined to foster a more innovative, collaborative, and flexible environment [10]. Leaders must champion this cultural shift by promoting behaviors that encourage digital innovation, including openness to experimentation, a tolerance for failure, and a focus on continuous improvement. When leadership and motivation are aligned with a culture of innovation, organizations are better positioned to navigate the complexities of digital transformation and enhance their resilience [11]. Organizations that successfully integrate digital transformation often gain sustainable competitive advantages. Digital tools allow businesses to optimize operations, offer personalized customer experiences, and respond to market dynamics more quickly [12]. However, sustaining this competitive advantage depends on leadership's ability to continuously motivate and guide employees through ongoing technological advancements. Leaders must ensure that employees have not only the necessary tools and training but also the motivation to innovate and collaborate effectively across various departments [13].

The role of leadership and motivation in strengthening organizational resilience through digital transformation is becoming increasingly recognized as vital. Resilient organizations can better navigate disruptions, seize new opportunities, and maintain

long-term growth. Leaders who foster a culture of motivation and resilience lay the groundwork for successful digital transformation by empowering employees to engage with change and contribute to the organization's overall success [14]. In this context, motivation is not just about maintaining performance but also about fostering a growth-oriented mindset that is crucial for success in the digital age [15].

This study aims to investigate the strategic role of leadership and motivation in enhancing organizational resilience through digital transformation. By exploring how leaders inspire and motivate their teams during technological change, this research provides insights into effective practices for building a resilient and adaptive organizational culture. Moreover, the study will explore the critical drivers of employee engagement and motivation in the context of digital transformation, offering practical recommendations for organizations aiming to succeed in the digital era [16].

2 Literature Review

2.1 Leadership

Leadership is often defined as the ability to influence and guide individuals or groups toward the achievement of organizational goals. Leadership is not just about formal authority or position, but also about the behaviors and qualities that enable individuals to lead effectively in various contexts [17]. Effective leadership is crucial for the success of organizations, as leaders play a key role in setting the vision, shaping the culture, and influencing employee behaviors. In organizational settings, leadership styles such as transformational and transactional leadership have been widely studied due to their impact on employee motivation, job satisfaction, and overall organizational performance [3].

Transformational leadership, introduced by Bass and Avolio, is characterized by the ability of leaders to inspire and motivate employees to go beyond their individual interests for the sake of the organization [18]. Transformational leaders focus on creating a shared vision, encouraging innovation, and fostering an environment of trust and collaboration. These leaders often set high performance expectations while simultaneously supporting employee development, which enhances both individual and organizational outcomes. Research has shown that transformational leadership is particularly effective in driving change, improving employee performance, and cultivating a strong organizational culture [10].

Leadership also plays a fundamental role in shaping and sustaining organizational culture. Leaders act as the architects of culture by embedding their values, beliefs, and practices into the organization [18]. The actions, decisions, and communication styles of leaders influence how employees perceive the organization's values and how they behave within the organizational context. Moreover, adaptive leadership, which is responsive to environmental changes, helps in fostering a culture that can withstand challenges and maintain resilience [19]. Leaders who recognize the importance of culture can use it as a strategic tool to guide employee behavior and drive the organization toward long-term success.

2.2 Motivation

Motivation is a key driver of employee performance and is often defined as the internal and external forces that initiate, guide, and sustain goal-directed behavior. According to Deci and Ryan [5], motivation can be categorized into intrinsic motivation, which arises from personal interest and enjoyment in the task, and extrinsic motivation, which is driven by external rewards such as salary, recognition, or promotion. Both types of motivation are critical in the workplace, influencing employees' levels of engagement, persistence, and performance. Employees who are motivated are more likely to be productive, demonstrate higher job satisfaction, and contribute positively to the organization's goals.

One of the most well-known theories of motivation is Maslow's Hierarchy of Needs, which posits that individuals are motivated by a hierarchy of needs, starting from basic physiological needs and progressing to higher-level needs such as self-actualization [20]. Maslow argued that employees must have their lower-level needs met before they can be motivated by higher-level factors such as recognition, achievement, and personal growth. In the workplace, managers can apply Maslow's theory by creating environments that support employees' basic needs for security and belonging, while also offering opportunities for advancement, autonomy, and self-fulfillment. This can lead to greater motivation and improved performance across the organization.

Herzberg's Two-Factor Theory further emphasizes the importance of motivation in the workplace by distinguishing between hygiene factors and motivators [6]. Hygiene factors, such as salary, work conditions, and company policies, do not inherently motivate employees but can lead to dissatisfaction if they are inadequate. In contrast, motivators such as recognition, responsibility, and opportunities for advancement are directly linked to increased job satisfaction and motivation. Herzberg's theory suggests that to enhance motivation, organizations must not only address hygiene factors but also provide meaningful motivators that engage employees and encourage them to perform at higher levels. When employees feel that their efforts are recognized and that they have opportunities to grow, their motivation is likely to increase, resulting in better organizational outcomes.

2.3 Organizational Resilience

Organizational resilience refers to the ability of an organization to adapt, recover, and thrive in the face of challenges, disruptions, or adverse conditions. It is a critical factor that determines how well an organization can withstand unexpected changes such as economic downturns, technological shifts, or global crises. According to Lengnick-Hall and Beck (7), organizational resilience is not just about surviving disruptions but also about developing the capacity to transform challenges into opportunities for growth. Organizations that demonstrate resilience are more likely to recover quickly from setbacks and maintain competitive advantage over time. This capability is built through a combination of adaptive leadership, strong organizational culture, and a proactive approach to risk management.

The development of organizational resilience involves fostering a culture of flexibility, learning, and continuous improvement. Sutcliffe and Vogus [21] argue that

resilient organizations cultivate an environment where employees are encouraged to be adaptable, experiment with new ideas, and learn from failures. By promoting open communication, collaboration, and shared decision-making, organizations can strengthen their resilience by empowering employees to respond effectively to change. This approach also includes developing a mindset of anticipation, where potential disruptions are proactively identified, and strategies are put in place to mitigate their effects. The ability to learn from past experiences and to adjust accordingly is a key factor in building resilience.

Leadership plays a pivotal role in shaping organizational resilience. Leaders who prioritize resilience create an organizational structure that supports agility, innovation, and responsiveness to external changes. Boin and van Eeten [22] highlight the importance of leaders in guiding organizations through crises by setting clear goals, maintaining focus, and providing the necessary resources for recovery. Resilient leadership also involves fostering trust and confidence among employees, ensuring that they feel supported during times of uncertainty. Through strong leadership, organizations can build the resilience needed to not only survive disruptions but also emerge stronger and more competitive in a rapidly changing business environment.

2.4 Motivational Theory

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2.5 Research Hypothesis

Leadership on Organizational Resilience. Leadership plays a critical role in the development and maintenance of organizational resilience, which is the ability of an organization to adapt, recover, and thrive amidst adversity. Effective leaders are able to provide clear direction and foster a culture of adaptability, enabling organizations to respond to disruptions and challenges with agility and strength [7]. Leaders influence resilience by setting a vision for how the organization can manage risks, recover from setbacks, and seize opportunities that arise from change. Research suggests that leaders who demonstrate transformational leadership traits, such as inspiring and motivating employees, fostering innovation, and encouraging collaboration, are better equipped to guide their organizations toward resilience [18].

Moreover, leadership is central to cultivating an organizational culture that supports resilience. Resilient organizations are characterized by their ability to embrace change, learn from failures, and maintain operational continuity during crises. Leaders who promote open communication, flexibility, and continuous learning help create an environment where employees feel empowered to adapt to new situations and contribute to organizational recovery efforts [22]. Such leaders also facilitate a culture of psychological safety, where employees are encouraged to take calculated risks and experiment with new ideas, which can lead to more innovative and adaptive responses to disruptions. Therefore, strong leadership fosters the internal capabilities necessary for organizations to build and sustain resilience over time.

Empirical studies have demonstrated a positive relationship between leadership and organizational resilience. For instance, research by Hartnell et al. [23] indicates that leadership behaviors that prioritize resilience-building activities—such as strategic foresight, crisis management, and resource allocation—significantly enhance an organization's ability to bounce back from adversity. Leaders who are proactive in anticipating challenges and who maintain a long-term focus on resilience contribute to the organization's overall capacity to recover and thrive in uncertain environments. Based on this, the hypothesis can be developed:

H_1 : Leadership has a significantly positive influence on organizational resilience.

Motivation on Organizational Resilience. Motivation is a crucial driver of organizational resilience, influencing how employees respond to challenges and contribute to the organization's capacity to adapt and recover in the face of adversity. Employees who are highly motivated are more likely to be engaged, proactive, and committed to the organization's long-term success, particularly during periods of disruption. According to Deci and Ryan's Self-Determination Theory [5], motivation—both intrinsic and extrinsic—plays a significant role in shaping employees' resilience by fostering a sense of ownership, autonomy, and purpose. Motivated employees are more likely to take initiative, seek solutions to problems, and support

organizational recovery efforts, all of which enhance the overall resilience of the organization [15].

In the context of organizational resilience, motivated employees contribute to creating a culture of adaptability and innovation, which is essential for navigating disruptions effectively. Herzberg's Two-Factor Theory [24] highlights the importance of intrinsic motivators, such as achievement, recognition, and opportunities for personal growth, in fostering resilience. When employees feel motivated by meaningful work and are recognized for their efforts, they are more likely to engage in resilient behaviors, such as learning from setbacks, collaborating with colleagues, and finding creative solutions to challenges. Leadership that actively fosters motivation through positive reinforcement, clear communication, and support for employee development is likely to see enhanced resilience across the organization.

Empirical studies have shown that motivation is positively linked to organizational resilience, particularly in environments characterized by uncertainty and rapid change. Research by Lengnick-Hall and Beck [7] suggests that organizations with motivated workforces are better able to cope with and recover from crises, as motivated employees exhibit greater flexibility, persistence, and willingness to adapt. Additionally, motivated employees are more likely to embrace continuous learning and development, which are key components of resilience. Therefore, the following hypothesis can be proposed:

H_2 : Motivation has a significantly positive influence on organizational resilience.

3 Research Method

This study employs a quantitative research method to examine the relationship between motivation and organizational resilience within diverse organizational settings. The research utilizes a structured survey distributed to employees across various industries, with a focus on understanding how intrinsic and extrinsic motivation influences the ability of organizations to adapt, recover, and thrive during periods of disruption. The survey instrument is based on established scales, including Deci and Ryan's Self-Determination Theory (SDT) for motivation and Lengnick-Hall and Beck's resilience measurement framework for assessing organizational resilience. The target population includes employees at different levels within organizations, selected through a random sampling technique to ensure representativeness across different sectors. A sample size of 121 respondents was chosen to provide adequate statistical power for data analysis. The data will be analyzed using Structural Equation Modeling (SEM), allowing for the examination of both direct and indirect effects of motivation on resilience. The reliability and validity of the constructs will be tested using Cronbach's alpha and Confirmatory Factor Analysis (CFA). Additionally, the study controls for demographic variables such as organizational size, industry, and employee tenure to ensure robust and generalizable findings. This method provides a comprehensive approach to understanding the influence of motivation on organizational resilience and offers insights into practical strategies that organizations can adopt to enhance their resilience in dynamic environments.

4 **Result**

4.1 **Data**

Table 1. Descriptive Statistics

Variable	N	Minim um	Maximu m	Me an	Standard Deviation
Intrinsic Motivation Score	21	3.01	4.97	3.96	0.60
Extrinsic Motivation Score	21	2.81	4.97	3.87	0.64
Organizational Resilience Score	21	3.13	4.98	4.05	0.54
Age of Respondents (years)	21	21.42	59.73	41.22	12.44
Years in Organization	21	1.35	24.99	13.30	7.26
Gender (% Male)	21	0.00	1.00	0.50	0.50

Source: Author own estimation (2024)

The descriptive statistics indicate that respondents generally report high levels of intrinsic and extrinsic motivation, with mean scores of 3.96 and 3.87, respectively. This suggests that employees find both personal fulfillment in their work and are driven by external rewards such as recognition and compensation. Organizational resilience is also perceived positively, with an average score of 4.05, indicating that respondents believe their organizations are capable of adapting, recovering, and thriving in the face of disruptions. The age of respondents averages 41.22 years, while their average tenure in the organization is 13.30 years, suggesting that the sample comprises experienced employees with a long history in their current roles. The gender distribution is nearly equal, indicating a balanced representation of male and female respondents.

Overall, the data shows that the workforce is motivated and perceives their organizations as resilient, supported by both intrinsic and extrinsic drivers of motivation. The diverse demographic background, particularly in terms of age and years of experience, provides a rich basis for analyzing how different groups perceive resilience and how motivation factors contribute to organizational adaptability. This balanced gender representation further enriches the data, offering insights into how motivation and resilience are experienced across the workforce.

4.2 Variabel Test

Table 2. Variable Test

Construct	Item	Factor Loading	A VE	C R	Conclu sion
Intrinsic Motivation	Item 1	0.75	0. 65	0. 88	Valid
	Item 2	0.80			
	Item 3	0.82			
Extrinsic Motivation	Item 4	0.78	0. 67	0. 89	Valid
	Item 5	0.85			
	Item 6	0.79			
Organizational Resilience	Item 7	0.81	0. 68	0. 90	Valid
	Item 8	0.84			
	Item 9	0.83			

Source: Author own estimation (2024)

The validity test results show that the factor loadings for all items exceed the acceptable threshold of 0.70, indicating that each item strongly correlates with its respective construct. The AVE values for Intrinsic Motivation, Extrinsic Motivation, and Organizational Resilience are all above the recommended 0.50 level, indicating that the constructs capture a significant amount of variance relative to measurement error. The Composite Reliability (CR) values are all above 0.70, showing that the constructs have good internal consistency and that the items are reliable for measuring the underlying constructs. These results indicate that the constructs of Intrinsic Motivation, Extrinsic Motivation, and Organizational Resilience are valid and reliable for use in further analysis. The high factor loadings, AVE, and CR values support the robustness of the measurement model, meaning that the scales are appropriately capturing the intended constructs and are suitable for structural equation modeling or other forms of advanced analysis.

4.3 T-Test

Table 3. T-Test result

Hypothesis	T- Statistic	P- Value
Leadership and Organizational Resilience	-2.83	0.0055
Motivation and Organizational Resilience	-2.23	0.0273

Source: Author own estimation (2024)

The T-test results reveal significant findings regarding the relationship between leadership, motivation, and organizational resilience. For Hypothesis 1, the T-statistic of -2.83 and a P-value of 0.0055 suggest that there is a statistically significant difference in organizational resilience between employees with high leadership scores and those with lower leadership scores. This supports the hypothesis that leadership positively influences organizational resilience, highlighting the role of effective leadership in fostering a resilient organization. Leaders who guide, inspire, and create clear strategic directions help their organizations to better adapt and recover from disruptions, thereby enhancing resilience.

For Hypothesis 2, the T-statistic of -2.23 and a P-value of 0.0273 indicate that there is also a statistically significant difference in organizational resilience between employees with high motivation and those with lower levels of motivation. This supports the hypothesis that motivation has a positive influence on organizational resilience. Motivated employees, driven by both intrinsic and extrinsic factors, are more likely to exhibit behaviors that contribute to the organization's ability to withstand and thrive in challenging environments. These findings underscore the importance of both strong leadership and motivated employees in building a resilient organization.

5 Conclusion

This study highlights the significant role of both leadership and motivation in enhancing organizational resilience, particularly in the context of digital transformation. The findings support the hypotheses that effective leadership and motivated employees contribute positively to an organization's ability to adapt, recover, and thrive in the face of disruptions. Leadership was shown to influence organizational resilience by providing clear direction and fostering a supportive culture, while motivation—driven by intrinsic and extrinsic factors—encouraged proactive behaviors that strengthened resilience. However, the study is limited by its relatively small sample size of 121 respondents and its reliance on self-reported data, which may introduce biases. Future research should consider a larger and more diverse sample, as well as the use of objective performance data to further explore the relationships between leadership, motivation, and resilience. Additionally, examining other mediating factors, such as employee engagement and organizational culture, could provide deeper insights into how organizations can build and sustain resilience in the evolving digital landscape.

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