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The Impact of Organizational Culture on Employees' Job Satisfaction

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Abstract:

This study discusses the impact of organizational culture illustrated in four main dimensions of culture inside any organization to measure its relationship with employees' job satisfaction. Simple and multiple regression are used to prove the main hypothesis due to testing the four sub hypothesis related to the dimensions inside any organization which are involvement, consistency, adaptability and mission of organization culture. The paper discusses the different meanings of organizational culture and job satisfaction. Research finding of the study accepted the main hypothesis which states "There is a positive relationship between organization culture and Employee's Job satisfaction", and this was proved through: calculating Pearson Correlation matrix coefficients between independent variable (Organizational Culture) and its four dimensions (Involvement, Consistency, Adaptability, Mission) with dependent variable (Job Satisfaction), the results indicate that a positive and strong.

Keywords: Quality, organizational culture, job satisfaction relationship between variables exists

1. Introduction

Quality is the key of success in any organization; culture the values which can be used to direct the behavior of individuals inside any organization. The level of awareness of quality management has increased in the past few years to enhance the effectiveness and efficiency inside organizations for an increased level of employee's job satisfaction. In this paper the researcher will concentrate on four dimensions for organizational culture and its effect on job satisfaction of employees inside the organization these dimensions are involvement, consistency, adaptability and mission of organization culture.

1.1. Organizational Culture

There are many ways to define organizational culture as it is affected by factors such as the industry in which the company operates, its location, the events that occurred during its history, employees' personalities, and their patterns of interaction (Mohelska and Sokolova, 2015). In 2001 Robbins defined organizational culture as the system of shared meanings that differ between organizations. It was also defined as the morals, attitudes, feelings and behavior models of employees inside the organization (Clemente, Greenspan, 1999). Tharp (2009) has stated some features that are in common between the definitions that have been agreed to organizational culture through the years. First, they all include the concept of sharing; indicating that organizational culture is only built within groups, not necessarily big ones. Second, organizational culture is considered a social construction, related to each organizations and employees' location, history, working environment and specific events. At last, many definitions imply that organizational culture has many dimensions, levels and includes many cognitive and symbolic strata. Organizational culture could be possibly identified as a compass that directs the organization. It offers a kind of informal language for the analysis of issues and events; it guarantees a sense of order and reduces employees' hesitation. (Belias and Koustelios, 2014) Hofstede (1991, p. 6) defined organizational culture as "the collective programming of the mind which distinguishes the members of one organization from another". Organizational culture was also defined as "the observable norms and values that characterize an organization, influences which aspects of its operations and its members become salient and how members perceive and interact with one another, approach decisions, and solve problems" (Chatman, Polzer, & Barsade, 1998, p. 751). Daft (2001) stated that there are four types of organizational culture; 1) Entrepreneurial Culture: External organizational strategic focus so that it works to meet the needs and requirements of customers in a dynamic and changing environment. It creates changes and innovation, risk ability, vision, team work, freedom and independence. 2)

Involvement Culture: It concentrates on the participation and involvement of organizational members and environmental expectations which vary quickly and it creates sense of accountability, ownership and further commitment to organization in workforce. 3) Mission Culture: It takes service to customers in outside environment into consideration where the personnel are accountable for performing up to a certain level. 4) Bureaucratic Culture: It focuses internally and adapts to a stable environment. In such a culture, personnel's involvement is low but supervision and control over environment are high. Quality culture

The European University Association (EUA) dealt with the phenomenon of quality culture in several projects, reaching the following definition: "Quality Culture refers to an organizational culture that intends to enhance quality permanently and is characterized by two distinct elements: on the one hand, a cultural/psychological element of shared values, beliefs, expectations and commitment towards quality and, on the other hand, a structural/managerial element with defined processes that enhance quality and aim at coordinating individual efforts" (European University Association: Examining Quality Culture: Part 1 – Quality Assurance Processes in Higher Education Institutions, Brussels 2010).

1.2. Job Satisfaction

Success of any organization is directly related to job satisfaction (Saari and Judge, 2004). Therefore job satisfaction has been a variable of great interest among researchers for several years (Hwang and Chi, 2005). One of the difficulties in defining job satisfaction is the different terms used by researchers to illustrate it. The literature shows that job satisfaction is used interchangeably with terms such as morals, attitudes, and feelings. Researchers have placed different definitions for job satisfaction, some definitions concentrate on the job itself, while others take all the job-related factors into consideration. Some researchers have defined job satisfaction as a positive feeling, while others defined it as the discrepancy between the expected gain and the actual gain.

Ivancevich and Donnelly (1968) defined job satisfaction as "the encouraging perspective of the worker towards the different aspects of work he or she occupies right now". A brief definition given by Spector (1997) states that, job satisfaction is how workers feel about their jobs and other different characteristics of their jobs. The term job satisfaction refers to the attitudes and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006). Job satisfaction is the assortment of feelings and beliefs that people have about their current job. People's level of job satisfaction can range from significant satisfaction to significant dissatisfaction. In addition to having attitudes about their jobs as a whole, people also can have attitudes about various features of their jobs as the kind of task they do, their coworkers, managers or subordinates, salaries, bonuses and compensations (George et al., 2008). Doughty, May et al. (2002) confirmed that the most valued job satisfaction aspects were job involvement, cohesion among colleagues, support from top management and opportunities for self-directed action. The study of Castillo and Cano (2004) revealed the complement factor which was the work itself, while working conditions were reported to be the less important factors. Other factors affecting job satisfaction were stated in the study of Ambrose et al. (2005) as salaries, mentoring and promotion opportunities.

1.3. Research Measurement

1.3.1. Measurement of Organizational Culture

Denilson et al. (2004) have illustrated four subcultures traits of any organization: 1) Adaptability: creating change, customer oriented, organizational learning. 2) Mission: strategic direction, goals and objectives and vision. 3) Consistency: core values, agreement, coordination and incorporation. 4) Involvement: empowerment, team working, qualifications development. Form all of the previous studies; one could conclude that the study and improvement of an organization's culture is a contributing factor to its success.

1.3.2. Measurement of Job Satisfaction

The Minnesota Satisfaction Questionnaire, It is a paper-pencil type of a feedback form and can be executed both individually and in group, but it does not bear in mind sex distinctions into consideration. This survey has one short form and two long forms that date from 1967 and 1977. Actually 20 work features in five levels are measured with this questionnaire. Reacting to this survey typically takes between 15-20 minutes. The 1967 version of the Minnesota Satisfaction Questionnaire shown in Figure (2) uses the following response categories:

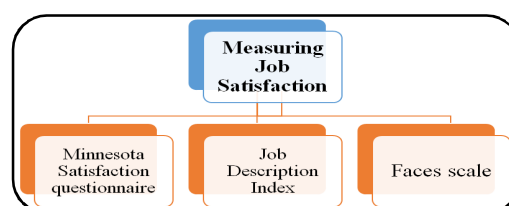


Figure 1: Techniques used to measure Job Satisfaction



Figure 2: 1967 Version of the Minnesota Satisfaction Questionnaire

The 1977 version of the Minnesota Satisfaction Questionnaire shown in Figure (2) uses the following response categories:



Figure 3: 1977 Version of the Minnesota Satisfaction Questionnaire

It's obvious that the 1977 version of this survey is more balanced compared to the 1967 version. This questionnaire considers some factors such as Co-workers, Accomplishment, Activity, Development, Power, Company Policies, Compensation, Moral Values, Creativity, Independence, Security, Social Service, Social position, Acknowledgment, Responsibility, Supervision-Human Relations, Supervision-Technical, Working Conditions

2. Research Methodology

The analysis of the data collected through descriptive analysis for the demographic characteristics for employees of the two organizations for cement industry in Egypt, followed by analysis of employees towards resistance to change for organizational culture in two organizations (Multinational, Governmental) for cement industry in Egypt, then evaluation of the Organizational Culture and Employees Job Satisfaction has been conducted, followed by evaluation of impact of Organizational Culture on Employee's Job Satisfaction in both organizations.

3. Statistical Method and Analysis

Size of research population equal (5800) members, and the sample size was chosen to be (365) from research community. To achieve the objectives of the study and answer the questions, the researchers enter the data in the computer program SPSS, and analyzed the data collected through the following statistical methods:

- Distributions and frequency tables: include frequencies, percentages and graphs for the demographic Characteristics (Gender, age, Qualification, Administrative level)
- The Cronbach's alphas: are calculated to assess the reliability of those items, it is used to verify the stability of the measuring tool used.
- Arithmetic means and standard deviations: the average of the items in each construct will be calculated to identify the direction of the respondent of the study sample.
- 2-Sample T test for employee's job satisfaction of the two companies according to variable Gender
- 1 Way ANOVA test for employee's job satisfaction of the two companies according to variable age, Qualification, Administrative level.
- Person Correlation between independent and dependent variables.
- Simple and multiple regressions: To determine the type of relationship between independent and dependent variables, and determine the percentage of variation that can be interpreted in the dependent variable by independent variables.

Reliability is defined as be fundamentally concerned with issues of consistency of measures. There are three prominent factors related to considering whether a measure is reliable: stability, internal reliability and inter-observer consistency. In this study, internal reliability will be considered. In statistics, Cronbach's α (alpha) is a coefficient of internal consistency. To measure internal reliability of each construct with its different number of statements, Cronbach's alpha is calculated for each construct, according to equation.

$$\alpha = \frac{k}{k-1} \left[1 - \frac{\sum S_i^2}{S_t^2} \right]$$

Where:

- K is the number of Constructs.
- S_i^2 is variance responses to each Constructs of the test
- S_t^2 is variance of the total answers of Constructs of the test.

Table (1.1) shows that all constructs for the Questionnaire have Cronbach's alphas which ranges between (0.755, 0.955) which are larger than 0.6 (level considered "acceptable" in most social science research).

Study Variables		No. of Items	Cronbach's Alpha
Employee's resistance to change		10	0.955
Involvement	Empowerment	5	0.838
	Team Orientation	5	0.755
	Capability Development	5	0.821
Total		15	0.903
Consistency	Coordination and Integration	5	0.807
	Agreement	5	0.863
	Core Values	5	0.803
Total		15	0.924
Adaptability	Creating Change	5	0.817
	Customer Focus	5	0.853
	Organizational Learning	5	0.809
Total		15	0.917
Mission	Strategic Direction and Intent	5	0.879
	Goals and Objectives	5	0.772
	Vision	5	0.777
Total		15	0.930
Total statements Denison's Survey		60	0.974
Employees' Job Satisfaction		20	0.941

Table 1: Cronbach's alpha for constructs of the questionnaire

4. Evaluate Relationship between the Variables of the Study

Relationship between the variables of the study, independent variable (Organizational Culture) and its four dimensions (Involvement, Consistency, Adaptability, Mission) with dependent variable (Job Satisfaction) was done through calculation of Pearson correlation coefficients between them as shown in Table (4.51), the results indicate that there exist a positive relationship between Organizational Culture and its four dimensions with employee's Job Satisfaction.

Variables	Involvement	Consistency	Adaptability	Mission	Organizational Culture	Job Satisfaction
Involvement						
Consistency	0.793					
Adaptability	0.715	0.750				
Mission	0.782	0.813	0.862			
Organizational Culture	0.893	0.915	0.910	0.947		
Job Satisfaction	0.792	0.768	0.725	0.785	0.837	

Table 2: Pearson matrix correlation coefficient between Variables of the Study

It is also clear from Table (1.2) the following, Pearson correlation coefficient between Organizational Culture and employee's Job Satisfaction has a positive and high value equal (0.837) at level of significance equal (0.000) and this gives an indication that as employee's perceived Organizational Culture increase employee's Job Satisfaction also increase. From another hand, Pearson correlation coefficient between dimensions of Organizational Culture and employee's Job Satisfaction has positive values that range between (0.725, 0.792) at level of significance equal (0.000). and the dimension (Involvement) comes the first with Pearson correlation coefficient equal (0.792), followed by the dimension (Mission) with value equal (0.785), then the dimension (Consistency) with value equal (0.768), and finally, the dimension (Adaptability) with value equal (0.725).

5. Effect Organizational Culture on Employee's Job Satisfaction

To evaluate the effect of the independent variable Organizational Culture and its four dimensions (Involvement, Consistency, Adaptability, Mission) on the dependent variable Employee's Job Satisfaction, the researcher formulate the Main Hypothesis which states "There is a positive relationship between organization culture and Employee's Job satisfaction", and four sub-hypotheses emanating from this hypothesis were proposed and defined as follows:

- First Sub Hypothesis: "There is a positive relationship between dimension Involvement of organization culture and Employee's Job satisfaction".
- Second Sub Hypothesis: "There is a positive relationship between dimension Consistency of organization culture and Employee's Job satisfaction".
- Third Sub Hypothesis: "There is a positive relationship between dimension Adaptability of organization culture and Employee's Job satisfaction".

- Fourth Sub Hypothesis: "There is a positive relationship between dimension Mission of organization culture and Employee's Job satisfaction".

To prove the Main Hypothesis and its four sub-hypothesis simple and multiple regression models between the independent variable Organizational Culture and its four dimensions (Involvement, Consistency, Adaptability, Mission) and the dependent variable Employee's Job Satisfaction were performed and a brief analysis of the results are presented as follows: a) Simple regression between organization culture and Employee's Job Satisfaction, Simple regression model was done between Employee's Job Satisfaction as dependent variable and organization culture as independent variable, and Table (1.3) prove that the model is significant through (P value = 0.000) which less than (0.05) and confirmed by (F Calculated = 849.10) which greater than (F Tabulated = 3.867), and the effect is evaluated through coefficient of determination ($R^2 = 0.701$) that means organization culture has a moderate effect on Employee's Job Satisfaction.

Variables	Source	DF	SS	MS	F Calculated	P value
organization culture	Treatment	1	129.69	129.69	849.10	0.000
	Error	363	55.44	0.15		
	Total	364	185.13			

Table 3: Simple regression between organization culture & Job Satisfaction

b) Multiple regressions between dimensions of Organizational culture & Job Satisfaction, Multiple regression model was done between Job Satisfaction as dependent variable and dimensions of Organizational culture (Involvement, Consistency, Adaptability, Mission) as independent variables, and Table (1.4) prove that the model is significant through (P value = 0.000) which less than (0.05) and confirmed by (F Calculated = 222.80) which greater than (F Tabulated = 2.397), and the effect is evaluated through coefficient of determination ($R^2 = 0.712$) that means dimensions of Organizational culture has a moderate effect on impulsive buying behavior, and these results prove the correctness of the Main Hypothesis.

Variables	Source	DF	SS	MS	F Calculated	P value
dimensions of Organizational cultures	Treatment	4	131.862	32.965	222.80	0.000
	Error	360	53.266	0.148		
	Total	364	185.128			

Table 4: multiple regression between Organizational culture dimensions & Job Satisfaction

To confirm the correctness of the Main Hypothesis researchers prove the four sub- Hypothesis emanating from it through applying four simple regressions models between the dependent variable (Job Satisfaction) and each dimension of the Organizational culture (Involvement, Consistency, Adaptability, Mission) as independent variable, and Table (1.5) prove that the four models are significant through (P value = 0.000) which less than (0.05) and confirmed by (F Calculated) which its values ranges between (402.50, 612.94) which greater than (F Tabulated = 3.867).

The effect of the dimensions of organization culture (Involvement, Consistency, Adaptability, and Mission) on Job Satisfaction is evaluated through coefficient of determination (R^2) which its values ranges between (0.526, 0.628) and the dimension (Involvement) has the highest effect with ($R^2 = 0.628$), followed by the dimension (Mission) with ($R^2 = 0.616$), then the dimension (Consistency) with ($R^2 = 0.590$). And finally, the dimension (Adaptability) the least effect with ($R^2 = 0.526$), has the previous results proof the correctness of both the main hypothesis which states "There is a positive relationship between organization culture and Employee's Job satisfaction", and all its four sub-hypotheses emanating from it.

Visual Merchandising factors	Source	DF	SS	MS	F Calculated	P value
(Involvement)	Treatment	1	116.27	116.27	612.94	0.000
	Error	363	68.86	0.19		
	Total	364	185.13			
(Consistency)	Treatment	1	109.19	109.19	521.98	0.000
	Error	363	75.94	0.21		
	Total	364	185.13			
(Adaptability)	Treatment	1	97.340	97.340	402.50	0.000
	Error	363	87.787	0.242		
	Total	364	185.128			
(Mission)	Treatment	1	113.96	113.96	581.28	0.000
	Error	363	71.17	0.20		
	Total	364	185.13			

Table 5: Simple regressions between organization culture dimensions & job satisfaction

6. Conclusion and Recommendations

The researchers accepted the main hypothesis which states "There is a positive relationship between organization culture and Employee's Job satisfaction", and this was proved through: Calculating Pearson correlation matrix coefficients between independent variable (Organizational Culture) and its four dimensions (Involvement, Consistency, Adaptability, Mission) with dependent variable (Job Satisfaction), the results indicate that there exist a positive and strong relationship between them as follows: Pearson correlation coefficient between Organizational Culture and employee's Job Satisfaction has a positive and high value equal (0.837) at level of significance equal (0.000) and this gives an indication that as employee's perceived Organizational Culture increase employee's Job Satisfaction also increase.

Pearson correlation coefficient between dimensions of Organizational Culture and employee's Job Satisfaction has positive values that range between (0.725, 0.792) at level of significance equal (0.000). and the dimension (Involvement) comes the first with Pearson correlation coefficient equal (0.792), followed by the dimension (Mission) with value equal (0.785), then the dimension (Consistency) with value equal (0.768), and finally, the dimension (Adaptability) with value equal (0.725). Using a simple regression model between Employee's Job Satisfaction as dependent variable and organization culture as independent variable, and the results proved that the model is significant through (P value = 0.000) which less than (0.05) and confirmed by (F Calculated = 849.10) which greater than (F Tabulated = 3.867), and the effect is evaluated through coefficient of determination ($R^2 = 0.701$) that means organization culture has a moderate effect on Employee's Job Satisfaction. Using multiple regression model between Job Satisfaction as dependent variable and dimensions of Organizational culture (Involvement, Consistency, Adaptability, Mission) as independent variables, and the results proved that the model is significant through (P value = 0.000) which less than (0.05) and confirmed by (F Calculated = 222.80) which greater than (F Tabulated = 2.397), and the effect is evaluated through coefficient of determination ($R^2 = 0.712$) that means dimensions of Organizational culture has a moderate effect on impulsive buying behavior, and these results prove the correctness of the Main Hypothesis.

Applying four simple regression models between the dependent variable (Job Satisfaction) and each dimension of the Organizational culture (Involvement, Consistency, Adaptability, Mission) as independent variable and the results proved that these models are significant through (P value = 0.000) which less than (0.05) and confirmed by (F Calculated) which its values ranges between (402.50, 612.94) which greater than (F Tabulated = 3.867), and the effect of dimensions of organization culture (Involvement, Consistency, Adaptability, and Mission) on Job Satisfaction is evaluated through coefficient of determination (R^2) which its values ranges between (0.526, 0.628) and the dimension (Involvement) has the highest effect with ($R^2 = 0.628$), followed by the dimension (Mission) with ($R^2 = 0.616$), then the dimension (Consistency) with ($R^2 = 0.590$). And finally the dimension (Adaptability) the least effect with ($R^2 = 0.526$).

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