

Impact of organizational culture on job satisfaction: A Review

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Abstract: This paper seeks to examine how organizational culture impacts employees job satisfaction through a critical review of various studies. Research shows a significant relationship between organizational culture and job satisfaction. Organizational culture is a system of shared meaning held by members that distinguish one organization from other organizations. Job satisfaction is employees overall feeling of working environment and relationship with other employees. Organizational culture having significant positive impact on job satisfaction can influence then performance and effectiveness of organizations and turnover of employees.

Key words: Organizational Culture, Job Satisfaction, job Commitment, organizational effectiveness and employee turnover

Introduction

Organizations in the 21st century are facing more challenge than ever before. The challenges are not unique to any specific organization or industry, but affect all organizations, regardless of their structure or size. After 1980's many researchers and academicians paid attention to organizational culture as an important determinant of organizational success. "Organizational values, along with beliefs, assumptions, expectations, attitudes, philosophies and norms form the basis of organizational culture and are integral to distinct identity that every organization has" Schein,(1985). Hofstede (1991) defined organizational culture as "the collective programming of the mind which distinguishes the members of one organization from another". Organizational culture is a topic of considerable interest to organizational researchers, management consultants and corporate executives. Culture has attracted some attention, mostly with regard to the effect that different types of culture or its dimensions have on job satisfaction (Silverthorne, 2004; Mckinnon et al, 2003; Huang and Wu (2000). Job satisfaction is typically defined as an employee's affective reactions to a job based on comparing desired outcomes with actual outcomes (cranny, smith and stone 1992). Hoppock (1935) defined job satisfaction as "Any combination of psychological, physiological, and environmental circumstances that cause a person to say, I am satisfied with my job". Vecchio (1995) States that "job satisfaction is the emotional reaction to work experience". Smith, Kendall and Hulin (1969) Defined job satisfaction as "the feelings a worker has about his job which are associated with perceived difference between what is expected as a fair and reasonable return and what is experienced, in relation to the alternatives available in a given situation". Consistent with the same line of thinking, Locke (1976) defined it as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience." Spector (2003) Defined job satisfaction as "an attitudinal variable that reflects how people feel about their jobs overall as well as about various aspects of them". Job satisfaction is generally recognized as multifactor construct that includes both intrinsic and extrinsic job elements. Howard and Frick, (1996) Most of the organizational cultural components have positive effect on job satisfaction but some components of the organizational may not be positively associated with job satisfaction (Johnson 2004). There are some findings that argue organizations with strong and suitable culture positively affect not only the satisfaction of the employee but also the job commitment of the employees with the organization Navaie waliser et al, (2004). Organizational culture is an intangible force believed to play a tangible role in affecting the competitiveness, development and ultimate survival of an organization to successfully respond to changing business environment. (Zhang and Lie 2006)

Organizational cultural models

Researchers have proposed various models of organizational culture which help to measure organizational culture on various dimensions. Some of them have been discussed for understanding cultural dimensions.

Hofstede's (1991) developed a model of organizational culture which suggests that the manifestations of culture play different roles on the societal and organizational levels, which in turn differentiate between societal and organizational culture. His model is composed of six dimensions that emerged from his research. The model assists in understanding different kinds of organizational cultures based on these organizational dimensions: process-oriented versus results-oriented; employee-oriented versus job oriented; parochial versus professional; open system versus closed system; loose versus tight control; normative versus pragmatic. Then Hofstede (2009) argued that societal culture lies in (often unconscious) values, while organizational culture resides more in (visible and conscious) practices. Consequently, Hofstede's model may be adequate for measuring societal culture where the focus is on those cultural values. However, it might be problematic to study organizational culture that resides more in practices.

Trompenaars and Hampden-Turner (1998) in their book "Riding the Waves of Culture", developed a similar model to Hofstede's which argue that there are seven dimensions to measure organizational culture. The seven dimensions are: universalism versus particularism; communitarianism versus individualism; neutral versus emotional; defuse versus specific cultures; achievement versus ascription; human-time relationship; human-nature relationship.

Quinn and Rohrbaugh (1981, 1983) developed competing value framework (CVF) which provides a more focused study of organizational culture. The CVF evolved out of research to determine the key factors of organizational effectiveness. The central point of this framework is constructed around two dimensions. The first dimension represents whether an organization has an internal or external focus. The second dimension maps the degree to which an organization focuses on flexibility and individuality, in contrast to stability and control. These intersections of the two dimensions form four types of dominant organisational culture: clan, adhocracy, market, and hierarchy.

Denison and Mishra (1995, 1998) gave organizational culture model which illustrates four essential traits of all organizations: adaptability, mission, consistency, involvement. Each of mentioned features is measured by three indicators as following. (a) Adaptability: Creating change, customer focus and organizational learning (b) Mission: Strategic direction and intent, goals and objectives and vision (c) Consistency: Core values, agreement and coordination and integration (d) Involvement: Empowerment, team orientation and capability development.

Chatman et al. (1998) mention two different types-dimensions of organizational culture: Individualism and Collectivism. Individualistic organizational cultures focus on and reward employee's personal accomplishments, individual characteristics and abilities. Collectivistic organizational cultures, on the other hand, are characterized by a general agreement of acceptable actions and behaviors.

Cameron and Quinn (2006) suggested four dimensions of culture: 1) The Hierarchical culture: which is considered to be well coordinated, characterized by formal rules and policies. 2) The Market culture: Such types of organizations are highly competitive, while winning is the glue that holds the employees and the organization together. 3) The Clan culture: which refers to a friendly and cosy working environment where employees are characterized by high job and organization commitment and develop friendly relations. 4) The Adhocracy type: which is characterized by innovation and risk taking.

Xenikou and Furnham (1996) referred organizational culture in following dimensions as 1) The Openness to change/ innovation culture: .2) The Task-oriented culture: 3) The Bureaucratic culture: .4) The Competition/ Confrontation culture:

Organizational culture and job satisfaction

Employees are constantly surrounded by culture in organizations which forms the background of their work lives. Organizational culture provides a powerful mechanism for controlling employee's behavior by impacting their job satisfaction.

The study of Pattnaik (2011) finds out the linkage between organizational culture and job satisfaction by exploration of the factors of the organizational culture and then examined the impact of those factors on the attribute job satisfaction. Employer caring about employees and their family has greater impact on the level of job satisfaction and there is no difference in the level of organization culture, job satisfaction between larger and smaller companies and organizational culture has significant impact on job satisfaction. Odom, Boxx and Dunn (1990) investigated the relationships between organizational culture and three important elements of employee behavior: commitment, work-group cohesion, and job satisfaction. Their findings indicate that manager have belief that their organizations are predominantly bureaucratic, somewhat innovative, and less supportive. The bureaucratic nature of the work environment neither improves nor distracts from an employee's commitment, satisfaction, and work-group cohesion. Commitment, satisfaction, and cohesion are enhanced when the organizational culture is supportive and also when the organizational culture is innovative. Allameh, et al (2013) noted that a clear relationship existed between the variables job satisfaction and organizational culture. Job satisfaction of the employees of the organization can be predicted with the level of culture of the organization. Also Job satisfaction can be used to predict employee's perception of organizational culture. Employees perceived some aspects of organizational culture more positively than others. Employees seemed to be reasonably satisfied with the organizational learning, goals and objectives and core values. Zeinalipoor, Fini and faghihi (2014) noted that there is a significant relationship between organizational culture and job satisfaction of elementary schools teachers in Bastak city in Iran. Also according to their multiple regression results, among the organizational culture components, the component of attention to the organization members has more significant role in job satisfaction explanation. Sempene et al. (2002) revealed a significant relation between organizational culture and the variables of job satisfaction, as the latter was found to be able to predict employee's perceptions of organizational culture. Many of them perceived some aspects of organizational culture more positively (e.g. organizational integration, customer orientation) than some others (e.g. conflict resolution, disposition towards change, locus of authority, management style and task structure) related to job satisfaction.

Nadarasa (2013) operationally defined culture in terms of supervisor support, communication, rules & policies and rewards & benefits. He states that supervisor support and open communication make a significant impact on job satisfaction's level whereas, rules and policies, rewards and benefits has no impact on the job satisfaction of the employees. Employee job satisfaction depends upon individual to individual nevertheless supervisor support and communication is not the only determinant of job satisfaction. Sabri, Ilyas and Amjad (2011) suggest organizational culture is categorized into two components i.e. organizational culture related to managers and leaders (OCM) and organizational culture related to employees (OCE). They noted the effect of both kinds of culture on job satisfaction is positive and significant. However, they observe that effect of OCE on job satisfaction is higher than effect of OCM. They recommend that policy makers should create supportive organizational culture in higher education institutes and universities in order to raise the job satisfaction level of teachers of these institutes. Policy makers should also focus on organizational culture related to employees and exercise such policies which may raise the level of cooperation, mutual trust, respect of opinions and thoughts of colleagues, and open mindedness to seek and accept feedback among teachers of their institutes. Role of managers and leaders to facilitate the teachers of their institutes should also be supportive and they should encourage the teachers to take initiatives and calculated risks and the organizations should also focus to develop liaisons with related outside community.

Bellou (2009) examined how values comprising organizational culture impact on employees' job satisfaction, taking also into account gender and age. His findings suggest that employees recognize certain cultural traits as job satisfaction amplifiers. These are fairness, opportunities for personal growth, enthusiasm for the job and good reputation. On the other hand, another cultural trait, that is aggressiveness, seems to confine job satisfaction. Going a step further, it appears that employee gender and age influence the way that the organizational values affect their job satisfaction. Amos and Weathington (2008) found that the perceived congruence of employee organizational values or culture by employees is positively associated with satisfaction with the job and organization as a whole and employee commitment to the organization. Thus they argue that an organization needs an innovative and group-oriented culture which promotes employee job satisfaction. Egan, Yang, and Bartlett (2004) revealed that organizational learning culture had significant influences on both job satisfaction and motivation to transfer learning, and that the direct impact of job satisfaction on motivation to transfer learning was positive but not significant. It was also found that learning culture had an indirect impact on employees' turnover intention; however, this impact was mediated by job satisfaction. Although organizational learning culture and job satisfaction were highly correlated, they tend to be mutually exclusive in concept and measurement. They suggested, learning culture should continue to be taken into consideration when studying organizational outcomes. Hsu (2009) indicated that R&D professionals' perceptions of a high level of organizational learning culture has a positive effect on job satisfaction and organizational commitment, and job satisfaction has a negative effect on turnover intention and a positive effect on organizational commitment. However, the results showed no significant relationship between organizational learning culture and turnover intention, or between organizational commitment and turnover intention. Further, he suggests that there is an indirect impact of organizational learning culture on turnover intention when job satisfaction or organizational commitment is considered as a mediator.

Falemu and Ojo (2013) identified that there is a significant correlation between organizational culture and job satisfaction and commitment of construction workers. Both job satisfaction and employee commitment equally show significant relationship. The relationships have implications for important organizational outcomes in Nigerian Construction Companies (NCC) in terms of job satisfaction and employee commitment and the ultimate performance of the Construction Companies. Sheikh and Poor (2000) identified that there is a significant relationship between individual creativity & innovation of teachers and job satisfaction. There is also a significant relationship between job satisfaction and encouragement. But there is no significant relationship between cooperation and organizational unity and job satisfaction and it is seen as a restriction on educational activities of educational industries. He also noted that there is a significant relationship between job satisfaction and management support, and when the educational and administrative problems occur, management support is rarely applied by managers.

Alawi, Marzooqi and Mohammed (2007) investigated the role of certain factors in organizational culture in the success of knowledge sharing. Such factors as interpersonal trust, communication between staff, information systems, rewards and organization structure play an important role in defining the relationships between staff and in turn, providing possibilities to break obstacles to knowledge sharing. They find out that these factors does impact knowledge sharing in organizations. Erdogan, Liden and Kraimer (2006) noted that one dimension of culture from the Organizational Culture Profile, respect for people, strengthened the relationship between interactional justice and LMX (leader member exchange), and another dimension, team orientation, weakened that relationship. Furthermore, aggressiveness strengthened, whereas team orientation weakened, the relationship between distributive justice and LMX and in team-oriented schools, LMX was higher. Chatman and Jehn (1994) investigated the relationship between two industry characteristics, technology and growth, and organizational culture. They examined this relationship by comparing the cultures of organizations within and across industries. Using 15 firms representing four industries in the

service sector, they found that stable organizational culture dimensions existed and varied more across industries than within them. Specific cultural values were associated with levels of industry technology and growth. Kanungo (1998) investigated the influence of organizational culture on computer mediated communication and information access (CMCIA) he find out that organizational culture interacts with the degree of use to affect user satisfaction with (CMCIA). He fund that in task oriented organizations user satisfaction with (CMCIA) was positively related to degree of use. People oriented organizations displayed a negative relationship between degree of use and user satisfaction with (CMCIA) these results can be used when designing implementation strategies for information system that have the potential to affect whole department or organization.

Zahari & Shurbagi (2012) established positive and significant relationship between the four types of organizational culture (Clan, Adhocracy, Market and Hierarchy culture) and the five facets of job satisfaction (Supervision, Benefits, Rewards, Operating and Co-Workers satisfaction) in petroleum sector with a focus on the National Oil Corporation of Libya (NOC). Chang and Lee (2007) noted that transformational Leadership has a significant and positive impact on job satisfaction in clan or in the Task management organizational culture in bank and other private field employees. In similar kind of study Azanza, et al (2013) found that authentic leadership partially mediates the positive relationship between flexibility-oriented organizational cultures and employees' job satisfaction. Their findings advances theory on the integration of organizational culture in authentic leadership research and provide guidelines for improving employees' job satisfaction. Flexibility-oriented culture was positively related to authentic leadership and job satisfaction authentic leadership was positively related to job satisfaction. Furthermore, results show that after authentic leadership was taken into account the effects of flexibility-oriented culture became weaker, albeit still significant, which suggests partial mediation. They also find out that the mediating effect of authentic leadership for flexibility-oriented culture and job satisfaction was significant. Jaskyte (2004) has set out practical implications that may help nonprofit managers create workplaces supportive of innovation as he found there was no relationship found between any dimensions of transformational leadership and innovativeness and a strong relationship appeared between leadership and organizational culture, further he found out that there is negative relationship between organizational culture and innovativeness.

Tzeng, Ketefian and Redman (2000) investigated the relationship among staff nurses' assessment of organizational culture, job satisfaction, inpatient satisfaction with information about home care and follow-up, and general inpatient satisfaction with nursing care. They found that strength of organizational culture predicted job satisfaction well and positively; job satisfaction predicted inpatient satisfaction significantly and positively; and inpatient satisfaction predicted general inpatient satisfaction well and positively. On the similar lines Gregory, et al (2008) found that Group culture showed a positive relationship with patient satisfaction and there was no relationship between group culture and controllable expenses. They also find out balanced cultures had higher levels of patient satisfaction than unbalanced cultures after controlling for previous levels of patient satisfaction and there are no significant differences in levels of controllable expenses between the balanced and unbalanced cultures. Finally they came to know that employee satisfaction fully mediate the culture-effectiveness relationship. Yang, et al (2009) found that physicians significantly have more negative patient safety culture perceptions and safety performance perceptions than non- physicians. The path analysis results show that leadership behavior affects safety culture and safety performance in the health care industry. Safety performance was affected and improved with contingency leadership and a positive patient safety organization culture. Luddy (2005) indicated that employees at the public health institution in the Western Cape expressed satisfaction with their co-workers, followed by the nature of the work and the supervision they receive. Opportunities for promotion and pay emerged as major sources of dissatisfaction. With the exception of marital status, the relationship between occupational class, race, gender,

educational level, tenure, age, income and job status with job satisfaction was found to be significant.

Toby, et al. (2004) found that organizational learning culture had significant influences on both job satisfaction and motivation to transfer learning, and that the direct impact of job satisfaction on motivation to transfer learning was positive but not significant. They also found that learning culture had an indirect impact on employees' turnover intention. Castro and Martins (2010) explored the relationship between organizational climate and job satisfaction to determine whether employees' perceptions of the work environment influence their level of job satisfaction. Their findings indicated organizational culture influences job satisfaction of employees. Practical implication of this study shows that line managers and human resource practitioners should be aware that different biographical groups have different needs that can influence their job satisfaction levels and different perceptions of the climate within the organization and that impacts on their behavior.

Vukonjanski and Nikolic (2013) conducted a survey on 256 middle managers who work in public (134) and 122 managers who work in foreign companies in Serbia. They found that ownership structure of a company represents moderating relation between some dimensions of organizational culture and aspects of job satisfaction and that it is a significant factor which determines job satisfaction of middle managers in the companies in Serbia. On the grounds of these results leaders in public and private companies in Serbia can change organizational culture in comparison with current and desirable level which appears in sub-samples and increase the level of job satisfaction of employees in this way.

Ardakani, Jowkar and Mooghali (2012) examined the relationship between organizational environment, job satisfaction, and job performance. They considered environment dimensions as an exogenous variable and performance and job satisfaction as an endogenous variable. The two variables of environment open systems and reasonable goals are positive predictors of job performance. Environment of human relations and internal processes are positive predictor of job satisfaction, and open systems environment were negative predictors of job satisfaction. Their overall findings showed that a high level of employee's motivation is affected by organizational environment.

Iwu, Ile and Ukpere (2012) noted that cultural factors of role clarification and job design; equitable performance management; integrated leadership and knowledge sharing; Self-efficacy; family-friendly work environments (FFWE's), leader credibility and innovation and excellent customer relations and technology have a significant impact on employee satisfaction amongst the health-related professionals in South Africa. Kerego and Mthupha (1997) found working conditions like, clear staffing policy, clear channels of communication, staff participation in decision making, security and good governance as having adverse effects on job satisfaction.

McEvoy and Cascio's (1985) indicated that some human resource management practices, such as job enrichment programs, have consistent but only moderate effects on turnover rates across organizations. Other practices, such as realistic job previews, have very weak and inconsistent effects on turnover rates. Terborg and Lee (1984) found that the variation in annual turnover rates across organizations was related to local labor market conditions and the demographic characteristics of employees but that organizational climate variables had very weak relationship with turnover rates. However Kopelman et, al. (1990) argued that the variation in employee retention across organizations may be related to organizational culture values. They suggested that an organization's cultural values influence its human resource strategies, including selection and placement policies, promotion and development procedures, and reward systems. Different strategies result in psychological climates that foster varying levels of commitment and retention among employees working in different organizations. Koberg and Chusmir (1987) found that the Bureaucratic culture combined with high need for power was found to have significant positive relationships to job satisfaction and involvement, and negative connections to propensity to leave. Innovative

culture combined with high need for achievement was significantly and positively related to job satisfaction and negatively to propensity to leave. Supportive culture combined with high need for affiliation was significantly and positively related to job satisfaction and negatively related to propensity to leave.

Zheng, Yang and McLean (2010) find out the possible mediating role of knowledge management in the relationship between organizational culture, structure, strategy, and organizational effectiveness. Practices of knowledge management are context-specific and they can influence organizational effectiveness. They suggested that knowledge management fully mediates the impact of organizational Culture on organizational effectiveness, and partially mediates the impact of organizational structure and strategy on organizational effectiveness. Barney (2013) noted firm's culture can be a source of sustainable competitive advantage if that culture is valuable, rare, and imperfectly imitable. Firms without valuable, rare, or imperfectly imitable cultures cannot expect their cultures to be the source of sustained competitive advantages. Nor can such firms expect that efforts to change their cultures, though they may successfully incorporate new valuable attributes, will generate sustained superior performance.

Denison, Haaland and Goelzer (2004) noted a high level of similarity between organizational culture and effectiveness in Europe, America or Asia, Canada, Australia, Brazil, U.S.A., and South Africa but a divergent pattern of findings from Japan and Jamaica. Deshpande and Farley (2003) noted that Open organizational cultures (competitive and entrepreneurial), stronger market orientation, and innovativeness all had a pattern of positive effects on performance as expected, they find similar substantive results in 10 countries, both industrial and industrializing, both Western and Asian, and in both market economies and economies in transition from central planning. Similar results hold qualitatively within a diverse set of Chinese cities. Aycan, Kanungo and Sinha (1999) Compared Indian and Canadian managers and employees in assessing socio cultural environment and internal work culture. Indian scored higher than Canada on paternalism, power distance, and uncertainty avoidance, loyalty toward community, reactivity, and futuristic orientation. Indian employees reported having less enriched jobs than did Canadian employees. Gordon and Ditomaso (1992) indicated that a strong culture regardless of content and a substantive value placed on adaptability are associated with better performance for two to three subsequent years on both criterion measures.

Lau and Ngo (2004) Suggested an HR practices that emphasize extensive training, performance-based reward, and team development, when configured as an HR system, have positive effects on a firm's innovation performance. Organizational culture with a development and innovation orientation has direct effect on a firm's innovation performance. Organizational culture is a mediator between the HR system and a firm's innovation performance. Chris et al (2003) Showed that (1) cognitive style, organizational culture, and information use affect the extent to which managers perceive a given market situation as one in which they can control the outcomes of their decision; (2) the more managers perceive a situation as controllable, the more they appraise that situation as an opportunity; and (3) the more managers appraise a situation as an opportunity, the greater is the magnitude of the response. George and Gordon (1992) found that both a strong culture from the standpoint of consistency of perceptions of company values, and an appropriate culture from the standpoint of content, will produce positive results, but a combination of the two is most powerful.

From the above studies it can be supported that organizational culture does have in most case a positive relationship to job satisfaction, effectiveness, performance and competitiveness. Most studies have found relationship of Organizational culture and turnover.

Conclusion:

This study has taken several studies in to analysis for understanding how culture is important for organizations. The organizations that have cultivated strong cultures have an edge over others. These organizations have values and beliefs to pass along and not just products and services. A strong culture is a powerful tool for guiding behavior of employees, it helps them to do their jobs better, especially in two ways; (1) A strong culture acts as a system of informal rules that provides a map how employees are to behave most of the time. (2) A strong culture help employees feel better about their job with the result they put more efforts.

Most of the research suggests that a strong relationship existed between the variables job satisfaction and organizational culture. Job satisfaction can also be used to predict employee's perception of organizational culture. Some aspects of culture were perceived more positively than others by employees. It can be said that development of positive working culture among employees leads to employee's interest and high satisfaction. It is evident from most of the researches that managers should understand culture is an important factor for job satisfaction effectiveness and turnover. One could believe that organizations understands their employees and are aware of what they need to create an environment in which employees can thrive and be creative and productive. We recommend that policy makers should create supportive organizational culture in order to raise job satisfaction level of employees of organizations. They should also focus on organizational culture related to employees and exercise such policies which may raise the level of coordination, trust, respect of opinion and thoughts of colleagues and open mindness to seek and accept employee's participation and contribution towards organizations.

From these research findings an inference can be drawn to describe and evaluate the effects of various factors of organizational culture as a means to develop or extend theories that can explain why some organizations outperform others. There are such cultural environments which promote job satisfaction and hence reason for success. Assessment of culture also helps to understand were an organization can realize how to improve job satisfaction among employees for better performance.

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