Study the Effects of organizational culture on job satisfaction (Kermanshah Province Office)

Bahman Saeidipour 1, javad mehrabi 2, Ali Asghar naderi 3

1. Assistant Professor of Science of Payame Noor University, I.R. Of Iran.
2. Department Of Public Management, Islamic Azad University, Qazvin Branch, Qazvin, Iran.
3. Department of Management, Science and Research Branch, Islamic Azad University, Kermanshah, Iran.

Corresponding Author email: aliasgarnaderi@yahoo.com

ABSTRACT: The present study attempts to study the effect of organizational culture on job satisfaction considering organizational commitment and social capital based on the structural equations model in Kermanshah Province Office. The study method is applied in terms of objective, and is of a descriptive and correlational type in terms of data collection, and also the study is based on the structural equations model using Amos software. The statistical community is composed of Kermanshah Province Office employees with the volume of 400 individuals. The sampling method is simple and random and the volume of the sample is 220. To gather data, a standard questionnaire was used which its nominal and content validity was confirmed by 5 university professors. The study findings indicate that the correlation coefficient between organizational culture and job satisfaction is 0.749 and regression coefficient between organizational culture and job satisfaction in the final model is 0.122. In the model studied, the values of fitting indices (RMSEA=0.622 and NFI= 1, CFI=1) show the suitability of the model.

Keywords: organizational culture, job satisfaction, involvement, compatibility, adaptability, mission.

INTRODUCTION

The eighties could be regarded as the resumption of performing studies on organizational culture. Interest in doing more research on organizational culture is derived from various factors; firstly, the first decade of the eighties is the beginning of the globalization of business and organizations, therefore, the coordination between the employees of such organizations was the topic of the day. Secondly, in this decade, it became clear that the different levels of organizational performance can be attributed to two types of organizational cultures. Thirdly, organizational culture can act as a source of sustainable competitive advantage because some cultures are not easily imitated by competitors; as well, another reason could be the emergence of economic and industrial power of Japan as an important rival to the U.S, which researchers have considered one of its main reasons as cultural differences between two countries (Guffy and Jones, 2001, 3; Queen and Cameron, 2006, 16).

Today, one of the most controversial issues in various communities, especially in growing communities is organizational culture. The topic covers concepts that would have a profound impact on the lives of individuals and communities, and on the other hand is directly related to thoughts and performance of administrative employees (Andrakhora and Qadikilany, 2003). Organizational culture is a force that makes people involved in the organization and exerts a strong and pervasive effect on all components of organization (Saeedi, 2010, 49-59). Culture is the only unique way the organization conducts its activities based on it. It is human aspect of organizational culture that is characterized by the correlation between goals (Davis, 1994, 240). Edgar Cheyenne considers culture as a pattern of basic assumptions which has been created, discovered or developed due to the accumulation of difficulties of external adaptability and internal integration by certain groups (Toosi, 1993). Organizational culture permeates all aspects of the organization and it can be seen as a driving factor in the dynamic and progressive movement of organization (Zarei Matin, 1995).

Job satisfaction shows individual's general attitude towards his career show - give (Fieldman and Arnold, 1985). Studies show that there is a correlation between organizational culture and job satisfaction of employees, but the effect of different cultures in different organizations on job satisfaction is not the same. If organizational culture is not strong and there is no compatibility between demands of individuals and corporate culture, satisfaction will be diminished (Robbins, 1987). In addition, the results show the organizational culture can have a positive impact on the organization effective indicators such as performance, trust, self-confidence and ethical behavior of employees and workers (Denson, 1984).
Considering the above, the present study seeks to answer the question whether there is a significant relationship between organizational culture and job satisfaction in Kermanshah Province Office. In this regard, all significant factors are kept in the model and ultimately the optimum model is selected by model selection methods using software.

**RESEARCH BACKGROUND**

Z. Najar (2010) in a study on the relationship between organizational culture and customer satisfaction based on Denison’s model in Tehran Pegah Milk company indicates that this company has an organizational culture from medium to high organizational culture (58.8% of ideal). And the satisfaction level of customers in this organization (3.87) is higher than average weight (3). T-test shows there is a significant relationship organizational relationship and customer's satisfaction.

Mahmoud Saatchi, Nooshad Ghasemi, S. Namazi (2007), in a study entitled "the evaluation of the relationship between managers' job motivation, job satisfaction and organizational commitment (teachers) in secondary schools in the city Marvdasht" show that there is not any relationship between managers’ job motivation, job satisfaction and employees' organizational commitment. Gilpsy, et al (2008) in a study entitled "the relationship between organizational culture and customer satisfaction of the two companies in different industries" showed that the highest score in construction industry has been achieved in two aspects namely involvement in work and mission, and lowest score in adaptability. Also, regarding car dealers, the highest and lowest score have been achieved in two aspects namely compatibility and adaptability, respectively. Eyilimaz and Ergan (2008) in their study entitled "organizational culture and firm efficiency: a study of the relative effects of culture and the balanced culture hypothesis in an emerging economy" indicated that the highest and lowest score have been achieved for adaptability and compatibility, respectively. Also, the results of the present study indicate that mission has the maximum effect on the increase in the productive companies' performance. Also, company's ability to produce new products is heavily influenced by two aspects of adaptability and compatibility.

**Literature and research review**

Organizational culture: culture is a pattern of shared assumptions that group learns so that it solves external adaptability and inter-group coordination and it has validity due to its positive impact and performance. And new members are trained regarding it as it is an appropriate method to perception, thinking and feeling (Cheyenne, 2004).

Involvement in work: such features are measured by three indicators of empowerment, team building and capability development. Effective organizations empower their employees, form the organization based on work teams, and develop human resource capabilities at all levels. Commitment among organization members is increased and they regard themselves as a part of organization body. Workers see themselves involved in decision-making and the decisions affect their work and their work is linked directly with the organization's goals (Rahim Nia, and Alizadeh, 2009).

**Adaptability**

this feature is measured by three fundamental values namely agreement, harmony and cohesion, the studies indicate that the most effective organizations are often stable and consistent, and staff behavior is derived from fundamental values. Leaders and followers are skilled at reaching agreement (even when they have the opposite view) and organizational activities are well coordinated. Organizations with such attributes have a distinct and robust culture and strongly enough influence employee behavior (Rahim Nia, and Alizadeh, 2009).

Adaptability such features are measured through three factors change, customer orientation and organizational learning. Organizations which are well integrated are difficult to change. Therefore the internal integration and internal adaptability can be of an advantage to organization. Compatible organizations are guided by customers, they are risk taker and reminded of their mistakes and have the capacity to change. They are continually improving the organization's ability to value for customers. These organizations usually experience sales growth and increased market share (Rahim Nia, and Alizadeh, 2009).

**Mission**

This feature is measured by three indices namely strategic orientation, goals and perspective. Perhaps the most important feature of organizational culture is its mission. Organizations that do not know where to go and what their existing condition is usually go astray. Successful organizations have a clear understanding of their goals and direction, so that they define organizational goals and objectives and also clearly map the strategic vision of the organization. Organizations that are forced to change their main mission are the most
troubled one. When an organization is forced to change its mission, changes in strategy, structure, culture and behavior is required. In such situation, a strong leader defines the organization's vision and creates a culture that supports this vision (Rahim Nia, and Alizadeh, 2009).

**Job satisfaction**

It is regarded as a positive emotional state that a person experiences when fulfilling its roles and job responsibilities (Mahdad, 2008). Job satisfaction is the individual's general attitude toward his job. Individual with high job satisfaction has a positive attitude to its job, and vice versa (Robins, 1997, 163).

**Concept model**

![Figure 1. research conceptual model](image)

**The study hypotheses**

**Main hypothesis**

There is a significant relationship between organizational culture and job satisfaction.

**Secondary hypotheses**

- There is a significant relationship between job involvement and job satisfaction.
- There is a significant relationship between compatibility and job satisfaction.
- There is a significant relationship between mission and job satisfaction.

**METHODOLOGY**

The method is descriptive and of a measurement-based type in terms of type of data, and it considers the relationship between existing variables by using correlation test. In order to investigate the relationship between dependent and independent variables and the study hypotheses, Spearman Correlation Coefficient Test is used using software SPSS. To test cause and effect relations between variables and the components studied, multi regression models is used, and to identify the optimum model, the relationship between variables was modeled by software AMOS. To determine how perfect a model particularly compared to other models works in terms of explaining a set of data observed, some indices were used including smooth fitness index (NFI), relative fit index (RFI), increasing the fitness index (IFI) and the comparative fitness index (CFI), root mean square residual (RMR), goodness of fit index (GFI), adjusted goodness of fit index (AGFI), Root Mean Square Error of Approximation (RMSEA). The questionnaire in this study is composed of two main parts: general questions in which general and demographic questions regarding respondents are collected; specialized questions: 20 questions about variables and indices are raised which the questions have been investigated based on the view of Governor Office staff. The questionnaire measurement scale is composed of the range one to twenty. The sampling method used in this study is simple random sampling. Considering the following factors: the sample size was calculated using the following equation:

\[
n = \frac{(z\alpha)^2 \times s^2}{(d^2 \times \bar{y}^2)} = \frac{(1.96^2 \times 4.34^2)}{(0.0244^2 \times 15.84^2)}
\]

The values obtained for \( n \) from the above equation is equal to 220.
Data analysis
To examine the hypotheses, the correlations between variables are tested. The following table indicates the values calculated by Spearman correlation coefficients between the variables using SPSS software and their significance.

Table 1. The main hypothesis general correlation coefficient

<table>
<thead>
<tr>
<th>Spearman correlation coefficient</th>
<th>p-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>.749</td>
<td>.000</td>
</tr>
</tbody>
</table>

Based on the table, which is the SPSS output, the results estimated by the Spearman correlation coefficient between these two variables is close to one, indicating that there is a significant positive relationship between these two variables. Moreover, the value obtained at $\alpha = .05$ is significant because p-value is less than 0.05.

Table 2. The secondary hypotheses correlation coefficients

<table>
<thead>
<tr>
<th>Job Satisfaction</th>
<th>Involvement</th>
<th>Mission</th>
<th>Adaptability</th>
<th>Compatibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>.746</td>
<td>.744</td>
<td>.772</td>
<td>.579</td>
<td>1</td>
</tr>
<tr>
<td>.629</td>
<td>.576</td>
<td>.641</td>
<td>1</td>
<td>Adaptability</td>
</tr>
<tr>
<td>.854</td>
<td>.841</td>
<td>1</td>
<td>Mission</td>
<td></td>
</tr>
<tr>
<td>.785</td>
<td>1</td>
<td>Involvement</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td></td>
<td>Job Satisfaction</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

All estimated values are significant at the 5% level. The values indicate the linear relationship between these variables and if we want to obtain the correlation between organizational culture (total of four components) and job satisfaction. The coefficients of determination of these three models are presented as follows:

Table 3. Coefficients of determination

<table>
<thead>
<tr>
<th>Square coefficient of determination</th>
<th>Coefficient of determination</th>
<th>Model</th>
</tr>
</thead>
<tbody>
<tr>
<td>.597</td>
<td>.773</td>
<td>1</td>
</tr>
<tr>
<td>.626</td>
<td>.791</td>
<td>2</td>
</tr>
<tr>
<td>.639</td>
<td>.799</td>
<td>3</td>
</tr>
</tbody>
</table>

The above table shows that the third model, which has a higher coefficient of determination, is the most appropriate model. Now, according to the above results, we use software SPSS to fit the model:

$Y = \alpha + \beta_1 X_1 + \beta_2 X_3 + \beta_3 X_4 + \epsilon$

Appropriateness of the linear model
Based on the following table as SPSS output, the significance of regression model is accepted at the $\alpha = 0.05$ because the p-value is equal to zero and less than 0.05.

Table 4. Appropriateness of the linear model

<table>
<thead>
<tr>
<th>Model</th>
<th>Degree of freedom</th>
<th>mean square error</th>
<th>Fisher Statistics</th>
<th>p-value(sig)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>3</td>
<td>312/512</td>
<td>127/314</td>
<td>0.000</td>
</tr>
<tr>
<td>Error</td>
<td>216</td>
<td>2/455</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>219</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Estimated regression coefficients
The regression coefficients estimated by SPSS are presented in the table below. All of them is significant at the significance level $\alpha = 0.05$ because the p-value (sig) related to all is less than 0.05.

Table 5. Regression coefficients of hypothesis

<table>
<thead>
<tr>
<th>Coefficients</th>
<th>The estimation of coefficients</th>
<th>p-value (sig)</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>$11/752$</td>
<td>.117</td>
<td>0.000</td>
<td>It is significant</td>
</tr>
</tbody>
</table>
| $130$        | .130                           | 0.000         | It is significant | $X_4$  
| $219$        | .219                           | 0.001         | It is significant |
| $219$        | .219                           | 0.001         | It is significant |
| $12$         | .12                            | 0.007         | It is significant |

So the fitted linear model is as follows:

$Y = 11/752 + .130X_1 + .219X_3 + .12 X_4$
Figure 2. Final model of research

The following table shows AMOS output indicating the coefficients and their significance. Based on the data in this table, all the estimated coefficients are significant at the 5% level, because P-value corresponding to them is less than 0.05.

Table 6. The estimation of the coefficients

<table>
<thead>
<tr>
<th>Regression relationship</th>
<th>The estimation of the coefficients</th>
<th>P-Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Satisfaction &lt;--- Compatibility</td>
<td>.130</td>
<td>.000</td>
</tr>
<tr>
<td>Job Satisfaction &lt;--- Involvement</td>
<td>.12</td>
<td>.006</td>
</tr>
<tr>
<td>Job Satisfaction &lt;--- Mission</td>
<td>.219</td>
<td>.000</td>
</tr>
</tbody>
</table>

The following table shows AMOS outlets when investigating appropriateness of this model. All these criteria confirm the appropriateness of the model to an appropriate level.

Table 7. Measure of final model fitness

<table>
<thead>
<tr>
<th>GFI</th>
<th>NFI</th>
<th>CFI</th>
<th>IFI</th>
<th>RMSEA</th>
</tr>
</thead>
<tbody>
<tr>
<td>.997</td>
<td>.998</td>
<td>.999</td>
<td>.999</td>
<td>.064</td>
</tr>
</tbody>
</table>

The chi-square statistics for this model is estimated to be equal 1.89 with 1 degree of freedom. The value of this statistic is small enough to show that the model is a good model.

CONCLUSIONS

According to the findings, the first hypothesis of the study indicating a significant relationship between the components of organizational culture and job satisfaction in Kermanshah Governor Office, taking into account the correlation coefficient of 0.749 in the significance level of 0.0000 between organizational culture and job satisfaction is approved, i.e. higher the organizational culture, higher the job satisfaction level of Kermanshah Governor Office employees. The correlation between the above mentioned variables is linear, i.e. it simultaneously decreases or increases. The intensity of correlation between two variables is high. In addition, it has a positive and significant effect through variables such as commitment and social capital. Therefore, the first hypothesis of the study is confirmed. In addition, the components considered in organizational culture have a positive and significant relationship with job satisfaction; among such components, the highest is mission and the lowest is adaptability with correlational coefficients, 0.854 and 0.629, respectively. This result is in agreement with Su-Chaw and Lee (2007). In addition, to test the model developed, software AMOS is used. To determine how perfect a model particularly compared to other models works in terms of explaining a set of data observed, some indices were used including smooth fitness index (NFI), relative fit index (RFI), increasing the fitness index (IFI) and the comparative fitness index (CFI), root mean square residual (RMR), goodness of fit index (GFI), adjusted goodness of fit index (AGFI), Root Mean Square Error of Approximation (RMSEA). The values of these indices higher than 0.8 suggest a good fit of the model compared to other possible models. All the indices related to the fitting the final model indicates that the model is perfectly acceptable.
REFERENCES