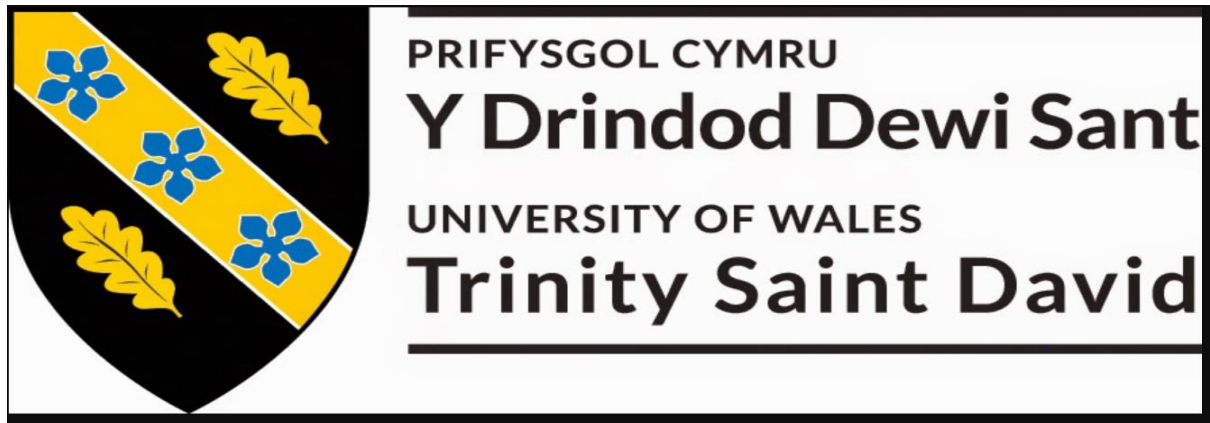




Impact of organizational culture on job satisfaction of operational level employees

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Approaches to Research and Academic Communication

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Part 01

01 Introduction

The purpose of this study is to make critical review of the past research carried out of the impact of corporate culture on job satisfaction. The relevant theories, framework and empirical evidence will assist to determine the application of this study.

02. Theoretical Background

2.1 Impact of Organizational Culture and the development of best corporate culture perspective

Organizational culture has become extremely important topic over the last few decades as it directly indicates success or failure of the company. (Neal M. Ashkanasy, 2000). Which reflects the depth and the scope of the research field. Organization's culture defines its performances, and which play an important part to its overall business operations. Culture interpret as a critical factor to company success as a result external stakeholder define companies according to their corporate cultural characteristics (Zahariah Mohd Zain, 2009). Supporting Dension (2018) emphasized that there is a positive impact of a strong organizational culture on organizational performances. Therefore Mastroianni (2017) states that researches tried to find out the elements of culture, importance of culture, how it influences company operations, success and evaluation, the most recommended cultural types and how to develop appropriate culture to develop best corporate culture according to the global context. Nevertheless, culture has negative and positive points. Mastroianni (2017) further stresses that his epistemology point of view as the culture indicates that there is natural product or one nature beyond us, nonetheless it requires to undertake some human importance.

2.2 Harrison and Handy's Model of Organizational Culture

Most of the research studies use Harrison and Handy model as a theoretical model to develop and test organizational cultural approach. Harrison and Handy classified four types of culture and every type has its own advantages and disadvantages (Tony L. Doherty, 2002).

Structure	Handy's culture	Harrison's culture	Model
Hierarchy	Role (Apollo)	Role	
Matrix	Task (Athena)	Task	
Web	Club (Zeus)	Power	
Scatter	Existential (Dionysus)	Atomistic	

Figure 1 Harrison and Handy's typologies of organizational culture

Naoum (2001) states that organizations use any of these cultures or they use different cultures in various parts in the organization. The four cultures classify as power culture, task culture, role culture and person culture. Power culture is where decisions make by few or one person and others follow it. It is slightly bureaucracy and few rules. Task culture is only concern about getting done the job. Whereas this type of cultures focusses on innovation, team working, individual autonomy, strict deadlines. Role culture is based of rules regulation and procedures. Finally, person culture is based on the people of the organization, whereas this culture mainly concerns to fulfil or satisfying people's needs. Sorensen (2002) pointed out that strong corporate cultures are based on behavioural consistency of the employees in the company and which directly leads towards achieving company goals. Therefore, employee-oriented cultures are the strong cultures, thus satisfied employees work well in the organization and create more revenue to the company. In contrast Schneider (2006) argued that task-oriented cultures are more important than the other cultures according to the Western context. Argues that current business environment is growing and complex than before. Hence selection of the best corporate culture is varying according to the industry, country and the operational environment of the company.

2.3 Job Satisfaction and the importance of development of job satisfaction in an organization

Productive employees are the happy employees, in contrast happy employees are not productive employees. There are many debates about this among the researches, managers of the organizations and the HR practitioners, whereas success and the competitiveness of the organization is based on employees (Judge, 2004). In contrast according to the research evidence indications of B., (2011) there is no connexion between performances and the job satisfaction. However, Tan (2003) affirmed that satisfied employee work well and it will directly impact on his or her job performances. He further identifies that overall performances derive towards company's profitability. Supporting Hosie (2006) states that improving employee satisfaction results of high productivity.

Job satisfaction can be defined as positive emotional states towards the job and it includes both cognitive and affective components (Christiansen, 2017). According to Frazier (2009) job satisfaction is accomplishment of one's job values, possibility for job growth, providing values to fulfil physical and psychological needs, performances rewards and accomplish work goals. Nevertheless, job satisfaction being impacted by several variables; supervision, achievement, working conditions, exhaustion and monotony. Frazier further states that job satisfaction lead to overall work efficiency and people spend more time of their life at working places. Hence job satisfaction is very important to one's job growth and life. Therefore, many research studies carried out to identify the job satisfaction and based on the identified results theories were developed.

2.4 Maslow's Hierarchy of Needs Theory

Maslow came up with five important needs to satisfy before self-actualization. These five needs motivate individuals, and this can be adopted to the job satisfaction. Thus, it is vital of scaling or measuring, needs or satisfaction that result in individual behaviour (Udechukwu, 2009). Supporting Ozguner (2014) states that Maslow's theory is very important as it provide instructions to managers or companies to identify or recognize satisfaction needs towards employee attitude and behaviour. The needs classified as; physiological needs, safety needs, social needs, esteem needs and self-actualization need (refer figure 2)

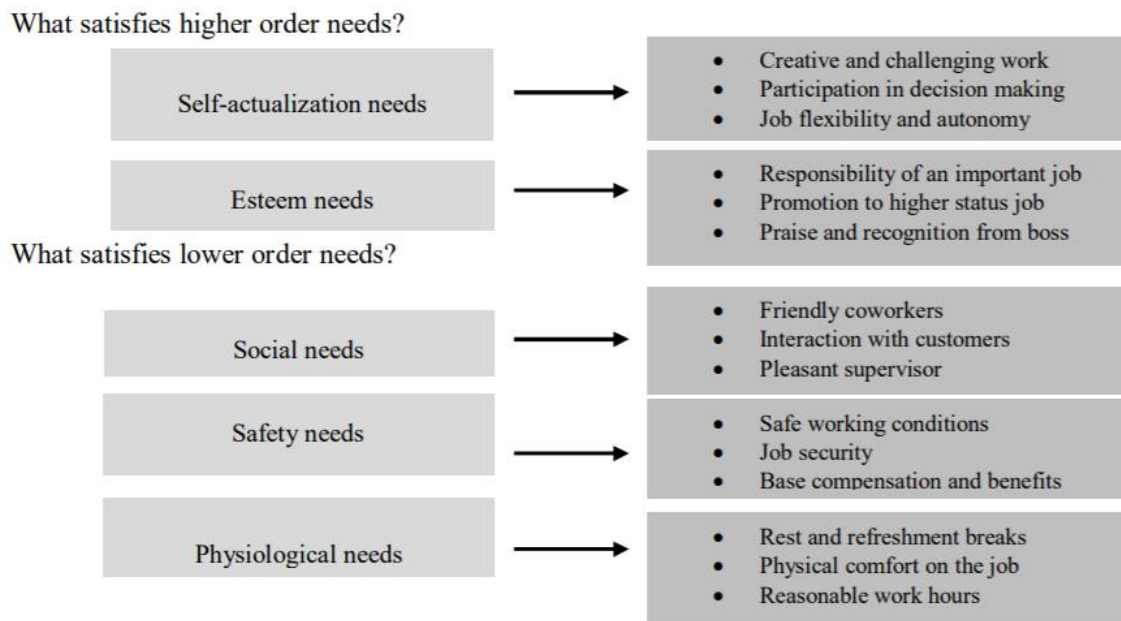


Figure 2 - Maslow's Hierarchy of Human Needs of Job satisfaction

Source: (Ozguner, 2014)

Physiological needs are the basic needs that are in the bottom of the hierarchy. According to the organizational context these needs are the basic salary, reasonable working hours etc. Safety needs are job security, safe working conditions and needs relating to the job protection. Social needs represent third level of the hierarchy and they are good relationship with the co-workers, employee participation of the corporate social actions, social events etc. Fourth need is esteem need, which includes appreciation from the work place, promotions, self-respect from the others etc. Finally, self-actualization needs are the last level of hierarchy and the top level of it, which allow chances for personal growth and advancements and creativity. This model is very important to the companies as it gives clear representation about the employee needs. (Kaur, 2013). On the other hand, Jerome (2013) argues that this theory can not implement in all the organization cultures as different cultures believe employee needs in different ways. However, Kaur (2013) discovered that the rationale behind of this theory is to make suggestion to managers how they can make their employees to become self-actualised and self-actualised employees work their maximum creative potentials. Hence it is important to make employees to that top stage as it assists to achieve company goals. Kaur further declares that this theory helps to organizational behaviour and management in job satisfaction, motivation and to create best working environment.

03. Empirical evidence

3.1 Importance of Developing strong corporate culture

Lund (2009) has carried out exploratory nature study and he found out that being aware of organizational culture can assist managers to intrinsic strengths and limitations of their strategies. Supporting Jerome (2013) states that corporate culture is a management tool that assist in work rationalization and effective thinking to develop control mechanisms. Strong cultures concern about physiological and security needs of the employee and as a result performance will be improved tremendously. Ivana and Nacinovic (2009) emphasized that with a strong cultures' employees are not forcing to follow specific rules and regulations. Thus, organizations grow and develop from the support of the employees. Strong cultures produce more in symmetry then the weak culture organizations. Thakor (2016) point out that corporate culture is a vital concept to any organization and these points are important to be followed; organizational culture must support for the implementation of company's growth strategy. Resources must allocate in an effective way, assessing leadership capabilities and employee satisfaction.

Connection culture is a strong culture as it provides chance to be an influencer in a healthy culture, create employee engagement towards the productivity, innovation, performances and develop actions to increase and sustain the health of the working culture. Thus, it is a new way of discovering the corporate culture and leadership. Nevertheless, in the strong cultures, employees have positive emotions towards workplace and it contributes best in them to make successful company (Stallard, 2015). Moreover, Tong, Tak and Wong (2014) states that culture play an important role as it creates commitment to company's mission; when there is a strong culture employee felt that they are part of a well-defined organizational structure. Also, culture offer a sense of identity, values, perceptions and finally it elucidates and strengthens standards of behaviour by guiding employees as culture provides behavioural stability. Finally, Ghinea and Bratianu, (2012) concludes that corporate culture is an intangible asset which plays an important role in organization's performance and its effects to excellence. To understand the impact of corporate culture different researchers, develop models to understand it better according to the organizational culture phenomena from their companies and to make wise decisions.

3.2 Importance of Job Satisfaction to a company

Most of the researchers have identified that job satisfaction is a most important organizational success factor and becoming ambiguous (Tan Shen Kian, 2014). Job satisfaction is one of the main factors of effectiveness and the efficiency of the company. Thus, organizations should be directed by human values and organizations must orient towards developing job satisfaction in the company. These organizations can result high level of employee effectiveness, high job performances, good mental and emotional state of employee, less absenteeism, low employee turnover rates, high profits (B., 2011). According Kaur (2013) to motivational factors are also assisting to increase job satisfaction and as a result organizational performance will increase. Thus, satisfy employee is an asset to the company who creates value to strengthening the company and revenue growth.

Satisfied employees mean that it is a well-managed organization and these organizations consider employees as main contributor to the firm development. Organizations develop an atmosphere of commitment and corporation for the employees through strategies that facilitate employee satisfaction, which leads to achieve company goals. Hence satisfied human resource closely links to highly motivated employees (Parvin and Kabir,2011). Moreover, there are many research studies carried out about the job satisfaction as it is very importance in organizational behaviour. Different theories were found in the literature; two factor (motivator- hygiene) theory, job characteristics theory, affect theory, dispositional theory as job satisfaction is priceless. Satisfy employees committed to the organization which influence their performances and ultimately the organization's performances. Organizations develop their human capital by recognizing the importance of employee satisfaction and performances and which leads to face positively for the competition and to compete in the global market. Importance of job satisfaction is key in the service sectors as in the service industry employees directly associate with the customers and company performance and the profitability is based on the employee performances (Ahmad, Ahmad and Shah, 2010).

3.3 Impacts of corporate culture and job satisfaction

Due to the globalization effects organizations had to face for the competition at the same time employee satisfaction is more concerned and identified organizational culture effect the employee behaviour. Cultural factors influence on employee attitudes towards the job they perform. Recent analysis states that culture is a strong predictor of employee satisfaction (Saari and Judge, 2004). Supporting Kotter (2008) affirms that corporate culture influence on job satisfaction as employee behaviour is determining by its corporate culture. Hence employee satisfaction is based on its cultural factors. Hofstede's (1980) four component cultural model describes empirical support to identify the cultural values and how it impacts job satisfaction based on the adopted corporate culture. Sempane, Rieger and Roodt (2002) emphasized that many debates among the researchers about the relationship between organizational culture and job satisfaction and most of them found supporting evidence of the impact of corporate culture and job satisfaction. Moreover, level of job satisfaction is different among the different levels of positions in the same company.

Corporate culture is where people working and living for a long period of time. They are part of it and it make them success or unsuccess. Therefore, corporate culture influence job satisfaction (Ghinea and Bratianu, 2012). Supporting Gull and Azam (2012) states that job satisfaction is evaluating the job conditions, working environment, job responsibilities by the employee and because of this satisfaction; they develop negative or positive attitude towards company's beliefs, shared values and rules which strongly effect their working culture.

3.4 How corporate culture impacts positively on job satisfaction

Corporate culture is vital in shaping people's satisfaction towards to the job and organizational commitment (Eric Lambert, 2009). Corporate culture can describe as strong nonlinear integrator of its intellectual capital acting on the emotional knowledge field and developing best working conditions to work and motivate employees (Ghinea and Bratianu, 2012).

Employee morale and work attitudes will be impacted by the culture and strong cultures positively impact on job satisfaction. The research results designate that supportive cultures and reward based cultural characteristics such as fair wages, opportunities for future growth, creativity, personal development, high pay, greater security and praise for good performances has a strong association with job satisfaction (Gray, Densten and Sarros, 2003). According to the research findings of Tong, Tak and Wong (2014) job satisfaction is positively related to the corporate culture. Creating a culture where employees can share their knowledge and create innovative activities impact on high level of job satisfaction. Confirmed flexibility oriented organizational cultures are strongly related to the job satisfaction and it is based on innovation, support and provide value creation. Thus, these cultures provide support and development to the employees and promote innovation and flexibility to improve their effects towards innovation and which positively impact on job satisfaction (Azanza and Molero, 2013).

A combination of formal, self-organizing and non-hierarchical cultures create employee capabilities and job satisfaction. If the organizational culture encourages creation of new ideas, sharing knowledge and participating to the decision- making processes will lead to positive job satisfaction (Walder, 2012). The performance dimension culture is a great contributor towards job satisfaction. Provide realistic and quality workload, job safety and security, encourage creativity enhance job satisfaction (Roos and Eeden, 2010). According to the research finds of Lund (2003) clan culture has a positive relationship with the job satisfaction and adhocracy culture positively impacts on job satisfaction. This is because employees like to work as team, developing creativity and adaptability, implement strategies towards growth, innovation, flexibility, develop human resources, moral, commitment. Moreover, Gull and Azam (2012) articulates that working in a strong culture tend to express greater job satisfaction and organizational commitment.

3.5 How corporate culture impacts negatively on job satisfaction

Corporate culture should align with the company strategy, it enables the value creation and the effectiveness of the company rather than develop employee-based culture. Employees should work towards to achieve company goals rather than individual goals. Thus, it will create negative job satisfaction whereas high rules and regulations lead to job dissatisfaction (Thakor, 2016). Supporting Lund (2003) conducted his research based on four types of organizational cultures and his research results shows that in market and hierarchy cultures job satisfaction is negative due to their cultural characteristics. His study was based on marketing professionals in USA and the four cultural (clan, adhocracy, hierarchy, market) types were used as explanatory variables in the distinguish analysis. Roos and Eeden(2010) states that high structured and bureaucratic decision making cultural approaches being negatively related to satisfaction. Since hierarchical decision-making style typifying rules and regulations system where employee working under the culture which influence negative job satisfaction. Research finding of the Gull and Azam (2012) conclude that employees who work under the hierarchy culture and market culture, negatively satisfy with their jobs. Those cultures are well- versed rules, procedures, processes people to follow them in the workplace and no freedom to perform their work in a flexible manner, top management make decisions and employees should follow them, market orientation results will lead to overwork loads and this leads less job satisfaction.

04 Chapter Summary

There are many positive and negative findings throughout the literature in corporate culture on job satisfaction. There are many gaps in literature relating to this concept. The theories, models and frame works are unable to adopted in every situation. One culture is different from another culture. It can be varying due to several reasons; such as industry to industry, country to country, size of the company and other factors. Therefore, generalization of cultural concept is debatable. Almost all the research studies carried out in the in western counties and less and no research studies were conducted using corporate culture in developing countries. It is needed to conduct research on those economies to identify the real scenario of corporate culture to find out the concept according to the global context. Reviewed literature has proven that 68% research studies were conducted under the quantitative method. Hence there is a need of qualitative research study to find out the in-depth facts relating to the corporate culture and job satisfaction. Corporate culture and job satisfaction are a practical problem and therefore research studies should conduct from the practical angle rather than theory building or testing theory side.

Nevertheless, Job satisfaction is universal term to identify the employees are happy to work at the work place. The empirical studies concluded that employee satisfaction is very important to any organization irrespective of the size, industry and other organizational types. Even through job satisfaction is a common to any organization, satisfaction factors may vary with one employee to another, one job position to another. Therefore, job satisfaction is specific to one employee and it will not easy to create culture where all the employees are satisfied. However, the above discussion concluded that culture has a relationship with the job satisfaction. If the culture is supportive to the employees it provides positive job satisfaction and complex, hierarchy cultures make negative job satisfaction. On the other hand, it is vital to identify the how corporate culture impacts job satisfaction according to the global context. Globalization and technology development impact on every company in the world. World is moving traditional business model to business model innovation and there is a gap in literature about the how corporate culture improve innovation and introduce change, technology to the culture and satisfying employees. Thus, it will add value by strengthening these factors by undertaking a quantifying strategy.

The above literature findings concluded that organizations need to create culture to make employees happy and it led to high performances. On the other hand, companies need to implement systems, processors and technology to satisfy customer needs and to add value to the product or service. Thus, employees also need to support or work towards to satisfy customers and maintain company brand name. Therefore, it can recommend managers to work like leaders to develop, efficient, integral and strong culture. Companies can implement performance measurement systems and they can encourage and praise the good employees. Eventually this literature determines the relationship between job satisfaction and the corporate culture, and the relative variances between job satisfaction and the corporate culture.

Part Two

Detailed discussion about the research study carried out by Daulatram B. Lund on 2003

01 Introduction

This research study was carried out to investigate the impact of corporate culture on job satisfaction of the marketing professionals in cross-section of firms in the USA. Cameron and Freeman's (1991) organizational culture model were used as a conceptual framework for research finding analysis. Dependent variable is job satisfaction and the independent variable are the corporate culture comprising of adhocracy, market, clan and hierarchy cultures. Investigated and discovered the literature relating to the organizational culture and job satisfaction. According to the literature evidence, clan culture and adhocracy cultures (organic processes) promote flexibility, stability, develop and encourage individual achievements, ruthless environment, long term security encourage people to satisfy with their jobs and it shows that people are more satisfied in these cultures. In contrast hierarchy and market cultures (mechanistic processes) represent rules, orders, strict work deadlines and less flexibility to the employees. Therefore, it led job dissatisfaction.

Research hypothesis was implemented based on the conceptual framework of the study. A self-administration questionnaire was designed including job satisfaction questions according to the above selected cultural aspects. The operationalization of culture was adopted from Cameron and Freeman (1991). Job satisfaction questions were adopted from Wright and Cropanzano (1998). The questionnaire was distributed to the 1800 marketing professionals based on the American marketing association directly included the sample frame and achieved 23% response rate. Nevertheless, responses bias was tested through extrapolation method of Armstrong and Overton. Implemented research methods, validity, reliability and ethical consideration are as follows,

02 Research Philosophy of this research study

Research philosophy define which approach has adopted by the researcher in his research study and the reason for choosing the approach (Kobziev, 2016). Therefore in this selected research study, researcher explains his ontological orientation of this study as 'objectivism' and the reality is totally independent.

Nevertheless, the research has adopted deductive research approach, where research hypotheses were developed based on the previous theories and rejected or accepted the hypothesis based on the real research findings through data collection. Hence the theories were tested and revised according to the real study findings. On this basis this research study was carried out according to the quantitative strategy (data collection method). The epistemological orientation (positivistic) has adopted as to associate with this qualitative approach.

03. Research Design

The main aim of this selected research study is to understand and examine the impact of organizational culture on job satisfaction. This its emphasis the relationship of the corporate culture type with job satisfaction of the employee within the typology of cultures. On this basis, the main research study has been associated to an influential study under the exploratory research design. Thus, this research yields more into the exploratory nature. Moreover, it concerned with self-administrated structured questionnaire to collect qualitative data.

04 Research strategy and instruments

Survey method was adopted on this. Hence it involves collecting massive amount of data as researcher has mailed the questionnaire to 1800 marketing professionals in a cross-section of companies in the USA. It assists to find the facts by the way of questioning employee job satisfaction. Although survey method is also used in explanatory research design and linked with the deductive approach.

In this study self-administrated questionnaire was selected as data collection instrument to collect data about the organizational culture and job satisfaction. On the other hand, job satisfaction relates to the human capital where people think in a different way, hence it is also virtuous if this study could explore in-depth understand about job satisfaction and cultural effects under the qualitative methods not only the quantitative way. However, researcher has conducted this qualitative research in a highly structured approach and greater accuracy and objectivity of the findings as it eliminates bias. operationalization of concept for clarity.

In this study, the questionnaire was designed based on organizational culture and job satisfaction. The demographical and general questions were included to compare the sample profile with population data. In the second section was implemented according to the four cultural types adopted from the Camaron and Freeman (1991). Finally, job satisfaction related questions were included based on the Wright and Cropanzano (1998) to measure job satisfaction levels and five item scale operationalized job satisfaction.

05 Data Collection and Sampling

Both primary and secondary data method was used in this research study. In terms of secondary data collection, researcher reviewed literature from previous books, articles, eBooks and journals. To collect primary data researcher mailed self-administrated questionnaire to 1800 marketing professionals in cross section of firms in USA with a cover letter and a stamped pre-addressed return envelope according to the systematic sampling basis from the marketing association directly. Although researcher could able to collect 21% response rate. On the other hand, one can argue that researcher can get more responses if he selected survey distribution method as the internet- mediate type of questionnaire and thereby it is easy to complete and submit online as it saves time.

Nevertheless, systematic sampling method (from the American marketing association directory) was adopted in this.

06 Reliability of the selected research study

Researchers use several tests to measure reliability and validity as it is very important to measure the outcome of the research. Thus, if the data collection instruments are not valid or reliable which effects negatively on the research results (Cargan, 2007). Cronbach alpha coefficient was used in this selected research study to measure the scale reliability for each culture type and job satisfaction. The result shows the alpha coefficient is positive and the range from 0.62 to 0.81. Shukla (2008) emphasized that the internal reliability can be accepted if the alpha coefficient value is beyond 0.7. Hence it indicates that the instrument is not adequate to accept as a supportive internal consistency reliable instrument due to above 0.7 coefficient values.

Besides researcher shows evidence of the homogeneity of the data in relation with the indicators in the instrument comparing the mean value of each indicator. In another words internal consistency in reliability test was carried out to measure the reliability of the instruments. The mean values are in the same range. Therefore, overall mean scores indicate that the internal consistency is reliable in the selected instrument.

One-way analysis also indicates the same results as results from the overall mean score indicators. Hence it can relate to the inter rate reliability test, which obtain same results by different evaluators.

In addition, the literature review has designed to identify the corporate culture, job satisfaction and relationship. Operationalization of culture was adopted from the theories based on the findings from the literature review. Therefore, it is concluded that some of the reliability criteria's have fulfilled by the researcher.

07 Validity

Validity is the grade where to authorise the evidence and theory support the interpretation of the findings from the test results (Zumbo and Chan,2014). In this research study, Cameron and Freeman (1991) organizational culture type model and Wright and Cropanzano(1998) five item scale job satisfaction was adopted as a operationalized job satisfaction and the culture. The questionnaire was based on that framework. Questions were designed by describing the dominate characteristics of each of the four cultures and four questions were included to assess the organization's general cultural features. This fulfil the face and the construct validity of the study. Moreover, literature review confirmed that job satisfaction is high in the clan and adhocracy cultures and job satisfaction is low in the market and hierarchy cultures. Similarly, the research findings of this study confirmed the same findings. Therefore, the content validity is established through a rigorous literature review. To measure the validity of the instrument, an explanatory analysis (SPSS) was conducted. It is proven that the selected research instrument measured what the researcher wants to measure.

08 Research Ethics

In the selected research study researcher has used systematic sampling and which ensure the coverage of a range and simplicity. Supporting, the author did not force anyone to fill the questionnaire. Hence self-administrated questionnaire mailed to 1800 marketing professionals as they are completely voluntary and self-administered where they got opportunity to leave it at any time. The researcher was not there when they complete the questionnaire and the data was collected anonymous way. The questionnaire was developed in not to discriminate any participant by asking discrimination questions. Moreover, this research does not indicate or impose threats too any company. Therefore, it can conclude that this research has carried out in an ethical way to identify the impact of corporate culture on job satisfaction.

09 Selected Research Conclusion and the Results

This exploratory research concentrates on the impact of corporate culture on job satisfaction and it has explored the significant of creating strong culture where employees are satisfied with their job. Quantitative methods were used to investigate the impact of corporate culture on job satisfaction. Deductive approach which linked with positivism was adopted in this hence researcher gathered information through literature, theory and build hypothesis using that to test the results. Nevertheless, the results of this study comprised employees of various organizational and demographic backgrounds, males and females, different age groups and different job positions. The results from actual the data collection was same as the findings from the literature. Thus, it shows that employees are satisfy and would like to work in clan and adhocracy cultures rather than market and hierarchy cultures. This research study emphasized that the influence of corporate culture on job satisfaction is best fit with the organic processes and it is worth to create a culture where encourage innovation, flexibility, individualism and performance based to satisfy employees and make them as an asset to company. This research findings as same as the literature findings. Therefore, this study has not disclosed any new concepts to the research pool as it tests the theories.

The Adopted paradigm, philosophy, approaches and the method of this research study

Paradigm, philosophy, approaches and the method	Rational to use in this research study
Objectivism (ontological orientation)	This study carried out to find out the real situation of the impact of corporate culture on job satisfaction and ontological orientation is concerned with the nature of social reality of the cross-cultural firms in USA.
Positivist paradigm (epistemological orientation)	Data collected from the large population (distributed 1800 questionnaires) This explained how and why culture and job satisfaction interrelated and the verifications, measurements and statistical logic
Deductive approach	Recognized the problem Identify theories Hypothesis developed to test the theory This help to explain the relationship between the variables
Quantitative method	Research findings are clear and measurable Analysed data using SPSS software

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