

Impact of organization culture and commitment on employees job satisfaction

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Abstract:

Introduction: The research presented in this paper aims to determine the impact of organizational culture and organizational commitment on job satisfaction in educational institutes of Narowal .

Methodology: We used unstructured or informal interviews for checking the relationship of our variables and their impact on job satisfaction. We use this technique because in our area people do not take interest in filling questionnaires properly. So, this technique is more confidential to get accurate and required results. We used random sampling design to select sample from population. The Sample size of research was 102 respondents from which we collected data. we receive data on the spot from the feedback of 88 respondents. Data collected from respondents was measured on self settled scale to revile the research results.

Results: On the basis of findings of this research we conclude that there is positive and significant correlation among Impact of organizational culture and employees commitment on job satisfaction.

Validity: This research may have practical importance for the management of educational institutes in Narowal that how they raise the level of organizational culture and organizational commitment if they have impact on job satisfaction.

Key words: organizational culture, organizational commitment, job satisfaction

Introduction:

Organizational culture has been received extraordinary attention ever since the concept was proposed by American scholars in 1980, (Xiaoxia zhang and Bing Li 2013). It is very necessary for an organization to establish an organizational culture to compete and maintain in the market. Organizational culture is a set of different values systems which can help an organization to run itself and run a successful business (Schneider, 1983). Organizational culture has remarkable effect on employees commitment and performance. If the employees of the organization have more understanding with the organization culture they will have more job satisfaction (Chang and Lee, 2007). In modern societies, however culture is to be a tangible or intangible environment in which a group of people live and work together (Gjuraj, 2013). Organizational culture is one of the significant factors of employees satisfaction (Moynihan & Pandey 2007).

Commitment makes sure that employee will not quit the organization and will not response to dissatisfaction and make sure that they remain with organization (Appelbaum, et al 2004). In other words we can say that commitment means employees attachment with their organization. Organizational commitment which is defined as the degree to which an employees identifies the organization and want to continue actively participating in it (Newstorm and studies).

Employee's satisfaction reflects the psychological state of the employees working in an organization. Job satisfaction is emotional ability of employees related to positive and negative aspects of its experience (Locke, 1969). It includes the employees' physical and mental health, sense of happiness and

social well being, which are all attributed with the term of job satisfaction (Grant, 2007).

Despite of so much researches and studies there is contradiction about the impact of organizational culture and commitment on job satisfaction because it provides no much clear relationship between them that how culture and commitment effect the employees job satisfaction. So there is further need to cover this gap because some other factors also effect the employees job satisfaction.

This study focuses on the impact of organizational culture and organizational commitment on job satisfaction. In addition it will get us to introduce the great problems that effects the organizational culture, commitment and job satisfaction and also suggest ways to overcome the problems and improve the current practices.

Problem statement (why to do study or research):

An organization with ill-defined or negative culture and without commitment is usually a ground for low productivity, corruption, lack of accountability, inefficiency, and waste of funds. On the contrary, a positive culture can reinforce employees' job satisfaction resulting in increased level of commitment/loyalty and enhanced performance evidence by employees feelings of pride, honour, social inter-connectedness and social entertainment (Al-Roweitei, 2004).

It is these outcomes that influence job satisfaction and inform this research on impact of organizational culture and organizational commitment on job satisfaction in the educational institutes of narowal

Aim of this study:

The research presented in this paper aims to determine the impact of organizational culture and organizational commitment on job satisfaction in educational institutes of Narowal. This research may have practical importance for the management of educational institutes in Narowal that how they raise the level of organizational culture and organizational commitment if they have impact on job satisfaction.

Research objectives:

1. To find out any significant relationship between organizational culture and organizational commitment.
2. To find out any significant relationship between organizational culture and job satisfaction.
3. To find out the significant relationship between organizational commitment and job satisfaction.
4. To assess the impact of organizational culture and organizational commitment on job satisfaction.

Literature review:

Organizational culture:

Due to highly importance organizational culture become the most important and vibrant topic inside the business and in management literature for some two decades. Its reason is that it has high potential that effect organizations and individual. The pattern of shared values and beliefs that help individuals understand organizational functioning and thus provide them with norms for behavior in the organization", by dividing it into four types of organizational culture: clan, adhocracy, hierarchy, and market(Deshpande and Webster 1989)

An organization's culture is considered to be an important factor affecting organizational success or failure (Sawner, 2000). It is frequently held accountable for organizational ills and, on occasions, praised for creating positive qualities (Baker, 2004; Shani & Lau, 2008). In addition to organization-level effects, the impact of organizational culture on key employee attitudes is well documented (Cameron & Quinn, 2011). Numerous studies have demonstrated the influence of organizational culture on job satisfaction and organizational commitment (Cameron & Freeman, 1991; Goodman, Zammuto, & Gifford, 2001; Lok & Crawford, 2004; Peters & Waterman, 2004; San Park & Kim, 2009). Organizational culture profile (OCP) is widely used to measure the organizational culture (Sarros et al., 2005), but there are very few studies that have investigated the impact of distinct cultural values on job satisfaction (Bellou, 2007).

Organizational commitment:

Organizational commitment is considered as most important variable in the study of management and organization behavior. Its reason is that there is a relationship between certain antecedent variables and commitment and between commitment and certain outcome variables. Bateman and Strasser (1984), quoted in their research paper that employee commitment means loyalty of the employee to the organization, it shows the willingness to e.g. put best effort for the benefit of the organization, it is the degree of goal and value creation between the organization and it employees, and this is the desire of employee remain with the organization.

Organizational commitment is the personal value commonly refers to the organization loyalty or commitment to organization (Cherrington, 1994). Porter et al. (in Meyer, 1989) defined commitment as the strength of an individual identification and involvement with a particular organization. Whereas Becker 9in Meyer, 1989) defined commitment as tendency of an individual to consistently bond himself with the organizational policies and activities. Organizational Commitment refers to when an employee accepts the organization and wants to remain with it (Robbins, 1998). In their review on literature related to organizational commitment, Meyer and Allen (1997) identified 3 (three) different types of commitment as following: (a) Affective commitment is defined as the employee's positive emotional attachment to the organization. (b) Continuance Commitment is the "need" component or the gains verses losses of working in an organization. "Side bets," or investments, are the gains and losses that may occur should an individual stay or leave an organization. (c) Normative Commitment; The individual commits to and remains with an organization because of feelings of obligation, the last component of organizational commitment. These feelings may derive from a strain on an individual before and after joining an organization. Moreover, indicators used for organizational commitment in this study refers to the theory of Meyer and Allen (1997) who categorized

organizational commitment into (a) Affective commitment, (b) Continuance Commitment and (c) Normative Commitment. Commitment has been a core variable of interest in management/organizational studies for quite some time with a plethora of studies seeking to explicate its causal antecedents (e.g. Bateman, & Strasser, 1984; Clugston, 2000; DeConinck, Bachman, 1994; DeCotuis, & Summers, 1987; DoddMcCue, & Wright, 1996; Iverson, & Roy, 1994; Michaels, 1994; Mottaz, 1988; Russ, & McNeilly, 1995; Taormina, 1999; Williams, & Hazer, 1986).

Job satisfaction:

Organizational culture has a profound influence on several key organizational variables (Cameron & Freeman, 1991). Also, the literature suggests that organizational culture affects individual attitudes and behaviours (Lund, 2003; Schein, 1992). One of these main individual attitudes and behaviours is job satisfaction which was shown to be directly impacted by organizational culture (MacIntosh & Doherty, 2010). Odam et al. (1990), in their study of organizational culture, job satisfaction and organizational commitment revealed that the individual's job satisfaction and organizational commitment is negatively affected by bureaucratic culture. Silverthorne (2004) concluded in his study that job satisfaction of the employees is impacted by the supportive organizational culture, innovative organizational culture and bureaucratic organizational culture, in descending order. Some research says, that if employees are happy with their job then it is better for the productivity of organization so result is that the employee's commitment with the organization (Beutinbach and De Witt, 2005). Platonova et al. (2006) revealed that the organizations where employees feel their performance is recognized have high job satisfaction. However, McKinnon et al. (2003) found stability, respect for people and aggressiveness to have a positive effect on job satisfaction of the employees. Therefore, there is still a need to investigate the relationship between organizational culture and job satisfaction (Detert et al., 2000). Job satisfaction is a combination of psychological, physiological and environmental circumstances by which a person can admit that he is satisfied with his job (Hoppock 1935). Job satisfaction is an orientation that is very affective of a person's part towards the roles of work on which they are dominant now (Vroom, 1964). Job satisfaction is the process by which the people think about their job and about its different aspects (Spector). job satisfaction represents the behavior of individual where they do their work (Davis et al., 1985). Job satisfaction shows the zeal and happiness with the work of person. Job satisfaction is the basic thing that shows path towards recognition, salary, promotion, and the achievement of the goals that fulfill their desires. (Kaliski, 2007).

Research Hypothesis:

HO: There is no significant relationship between organizational culture and organizational commitment.

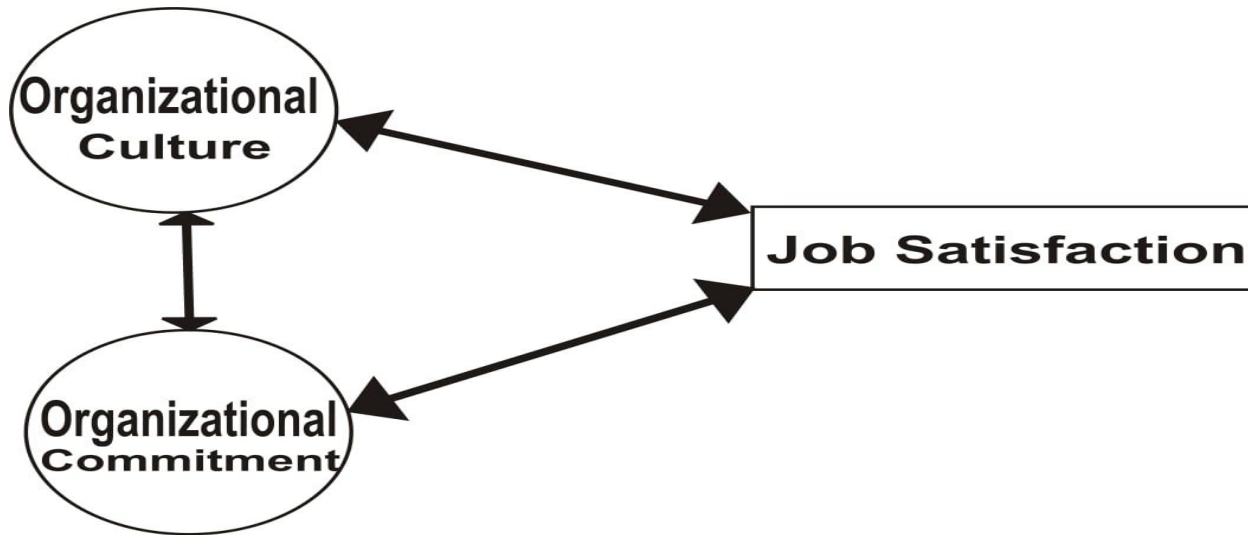
H1: There is significant relationship between organizational culture and job satisfaction.

H2: There is significant relationship between organizational commitment and job satisfaction.

H3: There is positive impact of organizational culture and organizational commitment on job satisfaction.

4Ho: There is no impact of organizational culture and organizational commitment on job satisfaction.

Frame work:



Research Methodology

Participants: Participants of this research paper were the employees of different educational institutes of Narowal like Lahore college of commerce Narowal, Hassan scholar public school, Govt. girls high school derianwala standard college of vocational training center Narowal etc..

Instrument: We used unstructured or informal interviews for checking the relationship of our variables and their impact on job satisfaction. We use this technique because in our area people do not take interest in filling questionnaires properly. So, this technique is more confidential to get accurate and required results.

Procedures: We visited all these educational institutes and first of all we informed the respondents that all their information will keep confidential and then got the feedback directly from the respondents on the spot.

Sampling: We used random sampling design to select sample from population.

Sample Size: The Sample size of research was 102 respondents from which we collected data.

Data Collection: we receive data on the spot from the feedback of 88 respondents.

Data Analysis: Data collected from respondents was measured on self settled scale to revile the research results.

Conclusions:

Organizational culture has strong and deep impact on the job commitment that help employees to be satisfied themselves with organization and that cause to improve in the productivity of employee's. On the basis of findings of this research we conclude that there is positive and significant correlation among Impact of organizational culture and employees commitment on job satisfaction. From our study we found that Organizational culture and

organizational commitment is important element which highly influence the job satisfaction.

Several conclusions can be made based on the results of this research are as the following: 1. The direct effect of Organizational Culture to Organizational Commitment is positive yet not significant. It means that Organization Culture has influences to Organizational Commitment yet the influences are not significant enough

2. The direct effect of organizational commitment to job satisfaction is positive and significant. It means by increasing the level of organizational commitment then it will increase the level of job satisfaction.

3. The direct effect of organizational culture and organizational commitment on job satisfaction is positive yet not significant. it means that even though organizational culture and organizational commitment has influences to job satisfaction yet the influences are not significant enough.

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