THE IMPACT OF ORGANIZATIONAL CULTURE ON THE EMPLOYEES’ JOB SATISFACTION:  
A Study of Faculty Members of Private Sector Universities of Pakistan

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ABSTRACT

The purpose of this research was to investigate whether organizational culture affects the employee’s job satisfaction of university faculty in Private Sector of Pakistan. Faculty members are one of the most important determinants and leading factors that determine the success of universities in a competitive environment. This is empirically true for educational organizations which determine the fate and career of the masses. Organizational culture questionnaire was used to collect data this questionnaire was initially designed by the Harrison (1992). Five dimensions were selected namely; innovation and risk taking, attention to detail, outcome orientation, people orientation and team orientation. Employee job satisfaction questionnaire was developed with the consultation of my research supervisor. Prior pilot study was conducted and validity and reliability of questionnaire was determined before using it for data collection. Participants in this study were university faculty members of two universities along with its all campuses throughout Pakistan namely Iqra University and Hamdard University. Total three hundred questionnaires were sent through mail and personal visits. Out of which two hundred and fifteen questionnaires were returned back making a response rate of approximately 72%. The statistical techniques were applied in testing the hypothesis using the Statistical Package for the Social Sciences (SPSS Version 15). Correlation technique was used to evaluate the data. There was positive and significant relationship between five variables of organizational culture, that is, innovation and risk taking, attention to detail, outcome orientation, people orientation, team orientation and employee job satisfaction.

INTRODUCTION

Employees are one of the most important determinants and leading factors that determine the success of an organization in a competitive environment. This is especially true for service organizations that rely heavily on their good behavioral employees to provide friendly and courteous services to their customers in this competitive environment. The organizations selected for this study are universities in private sector of Pakistan. The purpose of this research is to determine whether organizational culture affects the job satisfaction of university faculty members.
The culture of a group can be defined as: “A pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems” (Schein, 1990).

Collins and Porras (2000:338) state that organizational culture refers to a system of shared meaning held by members that distinguish one organization from other organizations. They believe that these shared meanings are a set of key characteristics, and that the organization values and the essence of an organization’s culture can be captured in seven primary characteristics. These characteristics are: (1) Innovation and risk – taking- the degree to which employees are encouraged to be innovative and take risks; (2) Attention to detail- the degree to which employees are expected to exhibit precision analysis and attention to detail; (3) Outcome orientation- the degree to which management focuses on results or outcomes rather than on the techniques and processes used to achieve those outcomes; (4) People orientation- the degree to which management decisions take into consideration the effect of outcomes on people within the organization; (5) Team orientation- the degree to which work activities are organized around teams rather than individuals.

Each of these characteristics exists on a continuum from low to high. Appraising the organization on these seven characteristics, gives a composite picture of the organization’s culture. The general view perceived is that, organizational culture plays an important role in determining overall performance of the employees. Cultures are always interpreted and reinterpreted; they are always plural and open to interpretations.

**PURPOSE OF THE STUDY**

Management would like its employees to identify with the values, norms and artifacts of the organization, hence the need for organizational culture. Management needs to explain and imbibe its culture in its employees; this will enable the employee to get familiar with the organizational system. During this process of explanation, the employee learns about the organizational culture and decides whether he can cope with it or not. This means that each organization is a learning environment. It is the proper understanding of the organizational culture that the performance of the employee in the organization.

**RESEARCH OBJECTIVES**

The primary objective of this study is to assess the impact of organizational culture on employee job satisfaction of faculty members of private sector universities of Pakistan are as follows:

1. To ascertain if organizational culture affects employee job satisfaction.
2. To determine empirically the relationship between organizational culture and employee job satisfaction
3. To formulate recommendations regarding organizational culture and employee job satisfaction.

**LITERATURE REVIEW**

**1. Organizational Culture**

It is identified that to be competitive in the global market, organizations must continuously develop innovative and high- quality products and services, plus deliver them on time and at a lower cost than their competitors. That is why, today’s employees are required to be creative, yet also conform to rules and standards, and work efficiently to meet time and budget constraints (Ella Miron & Eitan Naveh, 2004).
In formulating an initiative accessing the organizational culture, it should be noted that the value and veracity of “information” can be misused & misinterpreted. The organization’s attempt could be seen as curtailing free speech or simply propaganda. Snapshots of simple gossip channels can under appreciate both the process and those skill sets of the participants. Faulty assumptions, flawed analysis, accompanied by misjudgment, can render any organizational attempts useless. An acknowledgment of such “pitfalls” should be part of any introduction of such an assessment project. Honesty is valued by one’s workforce similar to the community. It’s the presentation that screws up the process. It may surprise us to find out that those we believe are the most communicatively connected are really out of touch. Rather, people you never heard of may have the trust and are an essential part of keeping the social network in tact (Charlie Connolly, 2008).

(Raduan Che Rose, Haslinda Abdullah, & Goh Yeng Ling, 2008) have initiated to examine the relationship between culture and performance in the American, Japanese, European and Malaysian MNCs operating in Malaysia. The necessary data to fulfill the research objective were obtained from self-administered questionnaires. They calculated the mean scores to observe to what extent the American, European, Japanese and Malaysian MNCs inculcate Hofstede’s cultural dimensions. Their findings revealed that American and European MNCs are skewed towards a culture of individualism, low power distance, low uncertainty avoidance, and femininity. On the other hand, collectivism, high power distance, high uncertainty avoidance, and masculinity best describe the culture of Japanese and Malaysian MNCs. They argued that due to the globalization challenges; many multinational companies (MNCs) sought business expansion in the foreign countries through direct foreign investment and aggressively establishing subsidiaries with the purpose to maximize the value of shareholders’ equity.

(Olu Ojo, 2009) has remarkably found that there is significant impact of corporate culture on employee job performance as well as organizational productivity. He has tried to ascertain if organizational culture affects employee job performance, and to formulate recommendations regarding corporate culture and employee job performance. In order to achieve the above objectives, the following research questions were asked: Does corporate culture have any effect on employee job performance? And in what way does corporate culture impacts employee job performance? Two hypotheses were advanced: (i) There is no positive relationship between organizational culture and employee job performance, and (ii) There is no positive relationship between corporate culture and organizational productivity. The study used survey research method. The case study companies were selected using stratified and simple random sampling techniques.

(Nadaraj Naicker, 2008) studied and investigated the preferred as well as the existing culture and employee commitment. The research reviewed the various types of culture, how culture is created and ways in which culture can be sustained or changed. Ways to cultivate employee commitment and retain skilled employees are also closely explored in this research study. The key results of the research findings revealed that there is a strong achievement culture prevalent at the company, with a good mix of the other culture types like, role culture, power culture and support culture. The employees strongly prefer an achievement and support type, culture. Employee commitment is very low and employees stay with the company out of necessity.

(Mihaele Alexandra Ionescu & Stefan Bratosin, 2009) identified the one model of organizational culture perceived by the employees as the most appropriate for an efficient implementation of a quality management system. The research method used was the enquiry based on the questionnaire. The methodological means chosen was the Culture Type Identification Questionnaire developed by Charles Handy (1983) based on the typology elaborated by Roger Harrison. The analysis and interpretation of the obtained data converge towards the more general thesis according to which the diagnosis of the pre-existing culture type in a changing organization, correlated with the identification of the model the employees strive for, facilitates the process of adopting a new attitudinal, cognitive and behavioral pattern, in a relatively homogeneous and tension-free approach. Specifically, the research has confirmed the hypothesis according to which the type of task-oriented culture
is more appropriate with the quality management desiderata, and the transition from an entrepreneurial culture to a quality-oriented corporate one strongly depends on what the employees perceive as being the real and the ideal state, and not on a formal infusion of values, norms, principles, policies or organizational strategies.

(David G. Sirmon & Peter J. Lane, 2004) proposed a model of cultural differences and international alliance performance to explain the ambiguous findings regarding the influence of national culture differences on alliance performance. Building on research on national, organizational, and professional cultures, they argued that the closer the domain of a social group is to the value-creating activities of an alliance, the more disruptive cultural differences between the partners’ members of that social group will be. Organizational culture differences will tend to be more disruptive than national culture differences, and differences in the professional culture most relevant to alliance value creation typically will be the most disruptive.

(Neil C. Herndon, 2001) focused the research which aimed that how organizational and individual factors affect sales force commitment, satisfaction, and turnover in sales organizations in a cross-cultural setting. It determined if there are cross-cultural differences in the ethics-related variables individual moral values and perceived ethical content of the corporate culture and then considered if these differences influence the sales force outcome variables of organizational commitment, job satisfaction, and turnover.

(Nicola M Pless & Thomas Maak, 2004) suggested that in management theory and business practice, the dealing with diversity, especially a diverse workforce, has played a prominent role in recent years. They viewed that in a globalizing economy companies recognized potential benefits of a multicultural workforce and tried to create more inclusive work environments. To them, the reason for this in the fact that while much attention has been paid to the strategic dimension of diversity policies, systems, and processes, much less thought has been given to the normative dimension, the norms and values involved. Given the fact that diversity is essentially about cultural norms and values, appropriate reflection work becomes a fundamental task to create a truly inclusive work environment where people from diverse backgrounds feel respected and recognized. Therefore, they focused in their article on the challenge of building an inclusive diversity culture showing that such a "culture of inclusion” has to be built on solid moral grounds. They presented a conceptual framework of inclusion based on a moral theory of recognition and introduced the founding principles of reciprocal understanding, stand point plurality and mutual enabling, trust and integrity.

(Catherine N. Axinn, 2004) used measures developed by Singhapakdi et al. (1996, Journal of Business ethics 15, 1131-1140) the perceived importance of ethics and social responsibility (PRE S OR) was measured among MBA students in the United States, Malaysia and Ukraine revealing a stock holder view and two stakeholder views. Relativism and Idealism were also measured. Overall, the patterns of responses, as much as the significant differences on specific scales, support the notion that culture, however defined, affects both values and ethics.

2. Employee Job Satisfaction

One of the longitudinal studies explored the association between emotion regulation defined as the conscious manipulation of one's public displays of emotion, and job satisfaction and intentions to quit. It was predicted that an emotional dissonance model has the suppression of unpleasant emotions decreases job satisfaction and increases intentions to quit. The study proposed that a social interaction model which has the amplification of pleasant emotions increases job satisfaction and decreases intentions to quit by improving the quality of interpersonal encounters at work. Various advantages of the design included the use of longitudinal data and the statistical control for several personality, job, and demographic factors. Revelation of Longitudinal regression analyses and tests of mediation predicted, (a) the suppression of unpleasant emotions decreases job satisfaction, which in
(Thomas G. Reio & Jamie L. Callahan, 2004) have identified the influence of affect, curiosity, and socialization-related learning on job performance. State and trait curiosity and socialization-related learning (learning associated with employee socialization) were hypothesized to mediate the relationship between affect and job performance. The results indicated that anxiety negatively influenced curiosity, socialization-related learning, and job performance; conversely, anger positively influenced curiosity, socialization-related learning, and job performance. These findings suggested that affects indeed predict perception of job performance, but through the mediation of curiosity and the learning associated with the socialization process. Finally, the results highlighted that the importance of the complex interplay between affect, curiosity, and learning when thinking about successful employee socialization and best possible job performance.

(Gary Blau, 2001) presented initial evidence for differentiating two different facets of benefit satisfaction, i.e., basic and career enrichment. These study findings showed that basic benefit satisfaction exhibited stronger relationships to subsequent general benefit satisfaction, organizational withdrawal intent, and turnover behavior, whereas, career enrichment benefit satisfaction exhibited a stronger relationship to subsequent affective organizational commitment. It was further noted that the proposed basic and career enrichment benefit satisfaction facets, if summed, were not equivalent to general or overall benefit satisfaction.

(Marc C. Machese & Jack Ryan, 2001) researched on part-time employees. This research has revealed inconsistencies when comparing part-time and full-time employees on various job outcomes (e.g., performance, commitment). Citing a test of Feldman’s (1990) causal model of part-time work, this study provided evidence that autonomy mediates the relationship between job status (part-time vs. full-time) and such out comes, which can help explain some of the inconsistencies in previous research. Managerial implications were discussed in detail. It was indicated that there were several advantages to an organization to employ part-time workers, which includes: lower compensation costs, greater work force flexibility, and significantly lower benefit costs. As a result, these financial advantages, as well as the increased flexibility, were considerable incentives for organizations to maintain and increase their use of part-time employees. The concluded results showed both negative and positive implications for organizations. On the negative side, the results indicated that part-time employees were less committed to the organization and had lower performance levels than full-time employees. So although there were numerous advantages of hiring part-time employees, such as lower compensation and benefit costs but these disadvantages might outweigh these "savings." The overall findings of this study suggested that the attractiveness of hiring part time employees would be lower for an organization.

(Jeffery D. Houghton & Darryl L. Jinkerson, 2007) have tested and expanded an existing dispositional model of job satisfaction in order to examine the potential of constructive thought strategies for enhancing employee job satisfaction. They viewed structural equation modeling techniques which indicated significant relationships among constructive thought strategies, dysfunctional thought processes, subjective well-being, and job satisfaction. Besides, two competing models were examined to test for the full or partial mediation of the effects of constructive thought strategies on job satisfaction. The end results of these findings for constructive thought strategy training interventions were discussed, along with directions for future research efforts.

(Malik Ehsan Muhammad, Naeem Basharat, & Danish Qaisar Rizwan, 2010) researched which aimed at exploring to what extent the teachers were committed to their universities and satisfied with different dimensions to their job. They identified a survey-based descriptive research design. The results of their study indicated that the satisfaction with work-itself, quality of supervision and pay satisfaction had significant positive influence on organizational commitment of faculty members. Besides, they had high degree of organizational commitment and satisfaction with work-itself, supervision, salary, coworkers
and opportunities for promotion. They have suggested that by considering the importance of university teachers’ organizational commitment and their effects on effectiveness of the universities, policy makers and academic administrators should take necessary measures for the optimal provision of intrinsic and extrinsic job rewards to make their core workforce highly satisfied and committed. They viewed relevant literature which showed that university teachers' commitment and job satisfaction is under-researched area particularly in the public sector institutions of higher learning in Pakistan. It is therefore, the current investigation has contributed to improve the understanding on significant issue.

(Zinta S. Byrne & Elaine LeMay, 2006) have exclusively examined the satisfaction in and perceived quality of information about one’s job, business unit, and company, as well as perceived quality of urgent news (i.e., news about changes in business and generally considered legally sensitive material), communicated via different media. They identified that the trust in top management was positively related to satisfaction in and quality of information shared by management. Hence, lean media most strongly related to quality of urgent news, over and above rich communication. Thus, their research has shown that the perceived quality of information communicated within organizations is significantly linked to organizational performance and employee or organizational outcomes.

(Sallt A. Carless, 2004) studied and tested a model in which empowerment was hypothesized to mediate the relationship between psychological climate and job satisfaction. Wherein, individual levels of negative affectivity were controlled for. They obtained support for a model in which empowerment mediated the relationship between climate and job satisfaction, the dimensions of meaning and competence were largely responsible for the mediating effects of empowerment. Their findings indicated that the average inter correlation between the facets of psychological climate was reasonably high. Multiple regression analyses were undertaken in order to examine the relative influence of empowerment facets on job satisfaction. The study showed that the dependent variables were general job satisfaction and satisfaction with the present job. As a result, the advantage of this procedure was that it provided a more fine grained analysis of the specific components of empowerment that were important. Finally, the results clearly demonstrated that employee perceptions of their work environment directly influence their perceptions of empowerment which in turn, influence their level of job satisfaction.

Based on the characteristics of three attachment styles, i.e., secure, anxious/ambivalent, and avoidance. Hypotheses were derived for differences between them with regard to preferences for three employment relationships differing in whether employees are internal, that is, hired and paid by an organization or external, i.e., employed through software houses. The hypotheses were also drawn for differences in overall and facet work satisfaction. The sample consisted of computer science students of whom a large proportion have also been working in that field, and individuals employed as software engineers. Anxious/ambivalent were relatively higher in preference for the external contract and lower in preference for the internal contract, as compared to the two other styles. Contrary to the hypotheses, the avoidant did not differ from the secure style in expressing the highest preference to the internal permanent contract and the lowest to the external contract. Work satisfaction was highest among the secure style but contrary to hypotheses, the anxious/ambivalent group did not differ significantly from that group concerning overall, intrinsic, and extrinsic satisfaction. The avoidant were lowest on those measures. Findings were discussed in light of the different attachment styles and the unique features of the high-tech industry (Moshe Krausz, 2001).

(Mark Alan Smith & Jonathan M. Canger, 2004) studied the five-factor model of personality to investigate the relationship between the personality of supervisors and aggregated attitudes of subordinates. Overall, high levels of supervisor Agreeableness, Emotional Stability and Extraversion, plus low levels of Conscientiousness are related to subordinate ratings of satisfaction with supervisor, overall satisfaction, affective commitment and turnover intentions. However, the relationships were somewhat weak and differ across specific criteria.
(Jose R. Goris, 2003) researched which examined the moderating influences of trust in superiors and influence of superiors as elements of an organization communication system on the association between individual-job congruence and job performance/satisfaction. The research was conducted from employees to assess the research design variables of growth need strength, job scope, trust in superiors, and influence of superiors, job performance, and job satisfaction. Moderated regression analysis gave weak support to trust and influence as moderators of the association between individual-job congruence and both job performance and satisfaction. The results did, however, provide justification for trust in superiors and influence of superiors as predictors of performance and satisfaction. The data suggested that other factors may account for changes in the research variables.

The study of (Lise M. Saari & Timothy A. Judge, 2004) identified three major gaps between HR practice and the scientific research in the area of employee attitudes in general and the most focal employee attitude in particular—job satisfaction: (1) the causes of employee attitudes, (2) the results of positive or negative job satisfaction, and (3) how to measure and influence employee attitudes. Suggestions for practitioners were provided on how to close the gaps in knowledge and for evaluating implemented practices.

Commitment is a multidimensional construct that links individuals in varying ways to a superior, to a work group, to an organization, and finally, to a served community. (Seok-Hwan Lee & Dorothy Olshfsky, 2002) have tested this four-dimensional measure of commitment on a small sample of firemen. The heroes of the national tragedy on September 11 were public employees, and this has focused attention on the importance of the public service. It was impossible not to notice the tremendous efforts made by firefighters, police, and emergency management workers, many of whom sacrificed them while doing their jobs. What drives these public employees? How can their behavior be explained? We argue that the concept of commitment offers a plausible explanation. This study suggested a direction for research into the connection between commitment and behavior.

**RESEARCH MODEL**

Organizational culture comprises of five variables namely; innovation and risk taking, attention to details, outcome orientation, people orientation, team orientation. The employee job satisfaction was assessed on only one dimension.
### RESULTS

The relationship between innovation and risk taking, attention to detail, outcome orientation, people orientation, and employee job satisfaction is positive and significant.

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** Correlation is significant at the 0.01 level (1-tailed).
* Correlation is significant at the 0.05 level (1-tailed).

** Correlation is significant at the 0.01 level (2-tailed).
* Correlation is significant at the 0.05 level (2-tailed).
The relationship between innovation and risk taking, attention to detail, outcome orientation, people orientation, team orientation and employee job satisfaction is positive and significant.

CONCLUSION

Correlation technique was used from Statistical Package for the Social Sciences (SPSS Version 15) to evaluate the data to determine whether there is any significant or insignificant relationship between organizational culture and employees’ job satisfaction. The results showed that there was positive and significant relationship between five variables of organizational culture, that is, innovation and risk taking, attention to detail, outcome orientation, people orientation, team orientation and employee job satisfaction.

REFERENCES


