The Impact of Organizational Culture on the Employees’ Job Satisfaction: A Study of Faculty Members of Public Sector Universities of Pakistan

Syed Munir Ahmed Shah
Assistant Professor, Department of Business Administration
Shah Abdul Latif University Khairpur
Mohammad Salih Memon
Assistant Professor, Department of Business Administration
Shah Abdul Latif University Khairpur
Dr. Minhon Khan Laghari
Assistant Professor, Department of Business Administration
Shah Abdul Latif University Khairpur

Abstract

The purpose of this study was to examine whether organizational culture affects the employee’s job satisfaction of university faculty in Public Sector of Pakistan. University faculty members are one of the most significant determinants and primary components that establish the achievement of universities in a competitive environment. Organizational culture as well as employee job satisfaction questionnaire was used to accumulate data. Validity and reliability of questionnaire was determined before using it for data collection. Participants in this study were university faculty members of two universities namely Sindh University and Shah Abdul Latif University of Sindh province in Pakistan. 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%. Pearson correlations indicated that organizational culture was negatively related to employees’ job satisfaction in the faculty members of public sector universities of Pakistan. Thus, the study recommended that the efficiency of the faculty members of public sector universities in Pakistan need to be improved.

Keywords: Impact ; Organizational Culture ; Employees’ Job Satisfaction; Study ; Faculty Members ; Public Sector Universities ; Pakistan

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 public sector of Pakistan. The purpose of this research is to determine whether organizational culture affects the job satisfaction of faculty...
members of public sector universities of Pakistan. Five variables of organizational culture were selected namely; innovation and risk, attention to detail, outcome orientation, people orientation and team orientation. Employee job satisfaction questionnaire was developed with the consultation of my research supervisor.

Collins and Porras, 2000 identified that organizational culture always refers to a system of shared meaning held by members of the society that distinguish one organization from other organizations. The members 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 indifferent basic characteristics. Of these characteristics, some are: (1) Innovation and risk taking which characterizes the degree to which employees are encouraged to be innovative and take risks while performing their duties; (2) Attention to detail which identifies the degree to which employees are expected to exhibit precision analysis and attention to detail; (3) Outcome orientation refers to 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 focuses on the degree to which management decisions take into consideration the effect of outcomes on people within the organization; (5) Team orientation discusses the degree to which work activities are organized around teams rather than individuals.

The study of job satisfaction can be traced to Herzberg (1959) who theorized that job satisfaction is a function of motivators which contribute to job satisfaction and hygiene’s which lead to job dissatisfaction. Locke (1969) defined job satisfaction as an emotional state related to the positive or negative appraisal of job experiences. Kreis and Brockopp (1986) suggested that job satisfaction is related to self-perception of needs fulfillment through work. Pennington and Riley (1991) contemplated a view of job satisfaction as an external or internal value. In their view, a person’s general assessment of how satisfied he/she is on the job is made according to an absolute frame of reference, while a person’s assessment of level of satisfaction with individual job facets is based on a relative standard that is specific to the work context and that involves comparison with the situation of other employees.
Purpose of the Study
The purpose of the study may be summed up as under;

1. Management would like its employees to identify with the values, norms and artifacts of the organization, hence the need for organizational culture and management needs to explain and imbibe its culture in its employees; this will enable the employee to get familiar with the organizational system.

2. Organizations are always in pursuit of determining need fulfillment theory e.g. salary needs, family needs; discrepancies between what is expected and what actually happens; fulfillment of work values, equity or fairness of treatment; and dispositional components where personality traits lead to job satisfaction.

Research Objectives

The primary objective of this study is to assess the impact of organizational culture on employee job satisfaction of faculty members of public 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

Axinn, 2004 used techniques and measures developed by Singhapakdi, 1996 who discussed the perceived importance of ethics and social responsibility (PRESOR), was measured among MBA students in the United States, Malaysia and Ukraine revealing a stock holder view and two stakeholder views in the study. The scholars also measured the theory of relativism and the theory of idealism. The research elaborated the overall patterns of
responses, as much as the significant differences on specific scales, support the notion that culture, however defined, affects both values and ethics.

Leung, 2005 researched which achieved a state of the art review of various innovative advances in culture and international business (IB) to stimulate new avenues for future research. The issues were reviewed at first instance surrounding cultural convergence and divergence, and the processes underlying cultural changes. The examination of novel constructs for characterizing cultures, and how to enhance the precision of cultural models by pinpointing when cultural effects was identified. In last, they examined the usefulness of experimental methods, which were rarely used by IB researchers. Implications of these path-breaking approaches for future research on culture and IB were discussed.

Husted, 2002 researched that the likelihood of recent conventions against corruption signed by the OECD and the OAS will provide fruitful results and effectiveness in Latin America. His study started to look at the cultural context of corruption in Latin America and examined efforts by Latin American signatories to implement both agreements. It then evaluated the extent to which these efforts will prove successful. The research concluded various suggestions for the development of culturally sensitive policies which are likely to be effective in the struggle against corruption in Latin America.

Weber & Camerer, 2003 used laboratory experiments to explore merger failure due to conflicting organizational cultures. They introduced a laboratory paradigm for studying organizational culture that captures several key elements of the phenomenon. In their experiments, they allowed subjects in "firms" to develop a culture, and then merged two firms. As expected, performance decreases following the merging of two laboratory firms. In addition, subjects overestimate the performance of the merged firm and attribute the decrease in performance to members of the other firm rather than to situational difficulties created by conflicting culture.

Bragger, 2005 studied two hundred three teachers who completed measures of work family culture, work family conflict, organizational commitment, job satisfaction, and organizational citizenship behavior (OCB). Pearson correlations indicated that OCB was related negatively to work-family conflict, and positively to work-family culture, job satisfaction, and
organizational commitment. Hierarchical regression analyses indicated that work-family culture predicts work-family conflict, and that various forms of work-family conflict predict OCB. Analyses also showed that work-family culture predicts both organizational commitment and OCB, and that organizational commitment did not mediate the relationship between work family culture and OCB. The findings supported the importance for schools to foster a positive work-family culture.

Paul Bate, 2000 described a distinguished model of intervention which triggered to achieve transformational change by interweaving culture and structure through leadership processes. The study brought together organization design and organization development by advocating a culturally sensitive approach to organization structuring. Their emphasis was on process throughout and their thesis was based on empirical evidence. The researcher undertook a lengthy action research project which was preferred to call "action ethnography" at a large hospital trust in England. In order to process the elaboration of this field study, the movement from an organization which was seen to be "gridlocked" and to have "lost its steering capacity", through one which was bringing development and design together by way of pilot projects and transitional structures, to one where collective dialogue and debate finally led to some collective and sensible sense making. By exploring this relationship between culture and structure enabled the researcher to put people back into design and with them, their meanings, aspirations and assumptions. The study also meant that careful analysis be made to avoid detailing specific design choices or offering organizational archetypes: this research was primarily about the process issues that surrounded redesign rather than organization design, as indeed any redesign is ultimately highly specific and context-driven. However, the study articulated a four phase change model, focusing on the delicate processes by which to reframe the culture-structure relationship, enabling an organization to move towards fundamental change.

2. Employee Job Satisfaction

Lowe & Vodanovich, 1995 identified that the effects of distributive (outcome) and procedural factors on the satisfaction and organizational commitment of university administrative and support (i.e., non-faculty) personnel (W = 138) were examined two months after a restructuring of job classifications. Aspects of outcome were stronger
predictors of satisfaction and commitment than were aspects of procedure. Neither fairness nor level of outcome consistently interacted with procedural justice. The relative importance of distributive and procedural factors may vary across time and/or may be due to employees using an inductive process in assessing organizational outcomes. Suggestions included the need to investigate distributive and procedural factors separately and the necessity of employing longitudinal designs. Implications for practitioners and researchers were discussed. Recent research on organizational justice has focused on two aspects of the perception of fairness: Equity theory's traditional concern with outcome fairness (distributive justice) and the perceived fairness of the methods by which decisions are made (procedural justice).

Detert & Schroeder, 2000 have presented a synthesis of the general dimensions of organizational culture used most commonly in extant research and outline how these general dimensions correspond to the specific values and beliefs underlying total quality management (TQM) practice (a comprehensive change initiative). They have argued that the relationship between culture and implementation of new behaviors and practices has not been adequately explored because of the lack of a comprehensive framework for defining and measuring organizational cultures. Their framework presented a necessary step in moving toward culture as a useful explanatory concept in organizational research.

Laschinger & Finegan, 2004 researched which was utilized to test a model connecting changes in structural and psychological empowerment to changes in job satisfaction by using a longitudinal predictive design. By using structural equation modeling analyses a good fit of the data from 185 randomly selected staff nurses to the hypothesized model. The study found modifications in perceived structural empowerment that had direct effects on changes in psychological empowerment and job satisfaction. Various modifications in psychological empowerment did not clarify additional variance in job satisfaction beyond that clarified by structural empowerment. The study identified the results which recommended that fostering environments that improve perceptions of empowerment can have continuing positive effects on the workers.

Wang, 2002 identified that performance measurement (PM) has been implemented in U.S. governments for many years. The federal government, most states, and many local
governments are PM users. However, few studies have evaluated PM impact. Does PM work? How does it work? Discussions on PM impact are largely normative assertions. Based on empirical evidence, this research examined PM impact in U.S. cities. The overall research question was: Did PM have any impact in U.S. city governments? In addition, it explores the influence of PM implementation strategies on PM impact. In a broad sense, this research concerns the future of PM and has implications for managerial reforms in governments: Did PM have substantial impact on governmental behaviors? Or, is it like many previous managerial reforms whose impact fades away over time?

Ensher & Thomas, 2001 identified the application of social exchange theory as a theoretical framework to observe the usefulness of various types of mentor and mentor support on proteges' satisfaction with their mentors, jobs, and perceived profession achievement. The study attained participants of 142 culturally diverse proteges in informal mentoring interactions. The research established that the role modeling, reciprocity, and professional support forecasted proteges' satisfaction with their mentors. Professional support was an important predictor of proteges' job satisfaction and perceived career success. Proteges had higher job satisfaction and were more satisfied with, while they were reported that traditional mentors provided extensively more professional and role modeling support than peer or step-ahead mentors. Steel & Rentsch, 2002 replicated and extended absenteeism findings by correlating attitudinal, personal-demographic, and job stress variables with 34 months of work group non-attendance scores obtained on employees of a U.S. federal mint. Attitudinal and job stress results were consistent with previous findings, but results involving personal-demographic variables were not consistent. Slocombe & Dougherty, 1998 identified that in theory, organizational commitment should have a moderately strong relationship with employee performance, but empirical studies have generally found only a weak relationship. They presented a new model of the organizational commitment process in which different components of organizational commitment have different relationships with employee behaviors. They argued that the empirical relationship between organizational commitment and performance was weak for two reasons: First, one component of organizational commitment, the desire to remain a member of the organization, often has a weak, uncertain relationship with performance. Second, organizational commitment did not include perceived rewards for high performance, a variable that is a significant determinant of performance. The results, based on a sample of 246 men and women from diverse industries and occupations, were consistent with these explanations.
Conceptual Research Model/Framework

Organizational culture was studied along with its five variables namely; innovation and risk taking, attention to details, outcome orientation, people orientation, team orientation. The employee job satisfaction was evaluated on only one dimension.

Results

Sindh University

The relationship between innovation and risk taking and employee job satisfaction is insignificant so it can be inferred that increase in innovation and risk taking will produce no effect on employee job satisfaction and decrease in innovation and risk taking will also have the same outcomes in case of faculty members of Sindh University.

The relationship between attention to detail and employee job satisfaction is negative and significant if we will increase attention to details it will result in decrease in employee job satisfaction and if we will decrease attention to details it will increase employee job satisfaction in case of faculty members of Sindh University.

The relationship between outcome orientation and employee job satisfaction is insignificant therefore no effect will be produced on employee job satisfaction in case of faculty members of Sindh University.

The relationship between people orientation and employee job satisfaction is significant therefore increase in one will leads towards an increase in another and decrease in one will lead in a decrease in another in case of faculty members of Sindh University.
The relationship between team orientation and employee job satisfaction is negative and significant if we will increase the team orientation it will lead towards a decrease in employee job satisfaction in case of faculty members of Sindh University.

### Correlations

<table>
<thead>
<tr>
<th></th>
<th>Innovation and Risk Taking</th>
<th>Attention to Details</th>
<th>Outcome</th>
<th>People Orientation</th>
<th>Team Orientation</th>
<th>Employee Job Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Innovation and Risk Taking</td>
<td>Pearson Correlation</td>
<td>1</td>
<td>.400**</td>
<td>.851**</td>
<td>.638**</td>
<td>.555**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>People Orientation</td>
<td>Pearson Correlation</td>
<td>.400**</td>
<td>1</td>
<td>.459**</td>
<td>-.122</td>
<td>.705**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Team Orientation</td>
<td>Pearson Correlation</td>
<td>.851**</td>
<td>.459**</td>
<td>1</td>
<td>.387**</td>
<td>.450**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Outcome</td>
<td>Pearson Correlation</td>
<td>.638**</td>
<td>-.122</td>
<td>.387**</td>
<td>1</td>
<td>.285**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Team Orientation</td>
<td>Pearson Correlation</td>
<td>.555**</td>
<td>.705**</td>
<td>.450**</td>
<td>.285**</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Employee Job Satisfaction</td>
<td>Pearson Correlation</td>
<td>.558**</td>
<td>.570**</td>
<td>.539**</td>
<td>.491**</td>
<td>.509**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).**
Shah Abdul Latif University

The relationship between innovation and risk taking and employee job satisfaction could not be established in the case of faculty members of Shah Abdul Latif University. Hence, increase or decrease in innovation and risk taking will produce no effect on employee job satisfaction.

The relationship between attention to detail and employee job satisfaction is insignificant so the increase or decrease in attention to details will have no effect on employee job satisfaction in the case of faculty members of Shah Abdul Latif University.

The relationship between outcome orientation and employee job satisfaction is significant and positive we can conclude that increased orientation towards outcomes will lead towards an increase in employee job satisfaction and a decrease in orientation towards outcome will lead towards a reduction in employee job satisfaction in the case of faculty members of Shah Abdul Latif University.

The relationship between people orientation and employee job satisfaction is insignificant increase or decrease in people orientation will produce no effect on employee job satisfaction in the case of faculty members of Shah Abdul Latif University.

The relationship between team orientation and employee job satisfaction is positive and significant if we will increase team orientation the employee job satisfaction will increase if we will reduce team orientation reduction in employee job satisfaction in the case of faculty members of Shah Abdul Latif University.
Conclusion

The study showed heterogenous results in terms of organizational culture and employee job satisfaction of the faculty members of public sector universities of Pakistan. Pearson correlations signified that overall finding of the study suggested that the organizational culture was negatively related to employees’ job satisfaction in the faculty members of public sector universities of Pakistan. Thus, the study recommended that the efficiency of the faculty members of public sector universities in Pakistan need to be improved.
References


