

Organizational Culture Influence on Job Satisfaction in the Pakistan Context

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Abstract: *The objective of this paper is to offer a proposed relationship between organizational culture and job satisfaction in Pakistan. Organizational culture refers to the outcome of individuals or group of people in the organization that have the same attitude as well as behavior. Job satisfaction means a situation where organization employees satisfied with their jobs. Literature shows that inconsistent results between organizational culture and job satisfaction and calls further studies. Hence, this paper proposed hypotheses between organizational culture and job satisfaction. Although, this paper is conceptual in nature thus, there a need for empirical research on this relationship in the light of social exchange theory.*

Keywords— Organizational culture; job satisfaction; resource-based view theory

1. INTRODUCTION

Job satisfaction is a most researched area under organizational studies and it is a multi-dimensional variable with lots of definitions and allied concepts that are under attention at the start of the 20th century (Sharma, 2017). Nowadays, organizations face lots of challenges and one of them is to take work from their employees (Saha & Kumar, 2018). Employees that are satisfied with their jobs they work efficiently an organization's success mainly depends on satisfaction of their employees regarding job (Saha & Kumar, 2018) because most significant indicator for the success or failure of any type of organization due to their workforce or employee that provides an incomparable source to organization (Khan, Mariyum, Pasha, & Hasnain, 2011). Organizations work in the competitive environment and quick changes take place in existing market that gives a clear message to managers that they survive in the market if they also do everything, and employees satisfaction compulsory for that purpose (Bigliardi, Ivo Dormio, Galati, & Schiuma, 2012). In the field of management organizational culture is a big issue (Al-Abdullat & Dababneh, 2018). Moreover, in prior last ten years, authors paid attention to this point that culture is an important indicator all over the world (Chipunza & Malo, 2017). Furthermore, it is a crucial indicator for most of the organizations (Bellou, 2010) and plays important role in determining job satisfaction. In this paper, we want to propose the hypotheses between organizational culture and job satisfaction in Pakistan.

2. LITERATURE REVIEW

2.1 Job Satisfaction

Job satisfaction refers to “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences” (Locke, 1976). Job satisfaction is an area that is most researched in organizational studies, it is the

total summation of personal attitude towards numerous work-related indicators comprising work itself, colleagues, supervisors, working environments, reward and appreciation, and it can divide on the base of person need (Smith, 1969). Moreover, it is a phenomenon that is influenced by various internal as well as external indicators like individual values, personality, principles and expectation, principles, opportunities, job nature and organization culture (Belias, Koustelios, Vairaktarakis, & Sdrolis, 2015). Meanwhile to examine job satisfaction is the Price-Mueller Job Satisfaction Model that includes on 9 notions of job structures that used for understanding of job satisfaction but due to many critics on this model Price-Mueller frame another model that give improved understanding of job satisfaction than old model, and in this model he adds two more aspects personal and job variables that influence employees job satisfaction, several motivational components like achievements, responsibility, gratitude, work itself, advancement and personal growth, these factors can satisfy individual needs for self-fulfillment and their work which can lead to satisfaction (Ahamed & Mahmood, 2015).

2.2 Organizational Culture

Organizational culture refers to the outcome of individuals or group of people in the organization that have the same attitude as well as behavior (Belias & Koustelios, 2014). Moreover, organizational culture employs within an organization as an umbrella conception for a way of thinking and it means shared directions to the social reality that make through social exchanges (Saha & Kumar, 2018). According to Potter (2003), culture means the norms, values, and beliefs that expressed in the real or actual behavior and practices of members within an organization. Organizational culture encompasses shared, expressed, or non-expressed values, behaviors, and beliefs that add to the exceptional social as well as the psychological environment within an organization (Haberberg & Rieple, 2008). Literature shows

that organizational culture measures in various aspects by researchers. Organization culture measured in term of three things such as innovative culture, supportive culture, and the final one is bureaucratic culture (Wallach, 1983). Innovative culture refers to creative as well as dynamic work environment and individual within organizations are always beneath pressure to perform better. In addition, supportive culture means to give confidence, encourage, and support employees and provide a friendly environment within the organization. Furthermore, bureaucratic culture refers to a type of culture that has some features such as clear authority lines, hierarchical, well organized, and compartmentalized as well as systematic work. In bureaucratic culture, the flow of information, as well as authority, is hierarchical based on control and power.

According to Deal (1982), organizational culture comprises four kinds such as the tough-guy, macho culture, the hard pay culture, bet-your-company culture, and the last is process culture. The tough-guy, macho culture refers to a situation where organization employees perform their duties under stress and enthusiastic to take some risk to achieve their personal goals as well as organizational objectives. The work hard/play hard culture refers to a kind of culture where the behavior of organizational employees circles around customer needs and featured high-speed action in order to achieve better and fast results. Furthermore, the process culture based on accuracy, low, detail and technical accuracy, less risk of investment, and level of worry amongst organization employees. Finally, bet-your-company culture focuses generally on the feature of organization or institution that is likely to make cautiously planned, yet dangerous, choices as well as investment. According to Xenikou and Furnham (1996), organization culture comprises 4 kinds of cultures (innovation, task-oriented, bureaucratic, and competition). Innovation culture encourages affiliation, task innovation, attainment, task support, and self-actualization. Moreover, task-oriented culture mainly spotlights on the quality as well as the detail of products/services, although superiors are featured by high aspirations and achieve victory. Meanwhile, bureaucratic culture main focus on centralized decision making within an organization. Finally, competition culture that means high competitive, objectives-oriented culture and superiors follow perfection as well as achievement.

Cameron and Quinn (2006), organizational culture comprises four types such as hierarchical, market, clan, and adhocracy. Hierarchical culture has features of well-coordinated by official rules as well as policies. Moreover, a market culture built upon the dynamics of completion and achieving actual results. The purpose of this type of culture is objective oriented with leaders who are tough and demanding. Meanwhile, clan culture means a type of culture that provides a friendly environment to employees for work. Finally, adhocracy culture is featured by innovation as well

as taking the risk; makes sure by a highly creative as well as dynamic working atmosphere. Chatman, Polzer, Barsade, and Neale (1998), divide organizational culture into two different kinds such as individualism culture and collectivist culture. Individualistic culture focal point is on employees reward, individual accomplishments, their abilities, and characteristics. Moreover, collectivism culture mainly focuses on shared objectives, compatible interest as well as commonalities among organization employees.

3. CONCEPTUAL FRAMEWORK

In the current study conceptual framework developed to explain how organization culture influences job satisfaction. In an organization culture job satisfaction is the most important element to investigate that can enhance job satisfaction.

3.1 ORGANIZATIONAL CULTURE AND JOB SATISFACTION

In the last 10 years observed the importance of organizational culture in the business world (Chipunza & Malo, 2017). Researchers always interested to investigate and want to know the factors that influence employee's organization culture are one of that factors that influence employee's behavior and attitude that directly linked with their satisfaction. Organization culture plays a significant role in job satisfaction (Cronley & Kim, 2017). Job satisfaction associated with organizational culture and low intention to leave (Choi, Jang, Park, & Lee, 2014). Organization culture describes the work environment and job satisfaction that how the employee's feeling about the job (Ahamed & Mahmood, 2015). Organization culture comprises into observable and unobservable parts, visible means (symbols, heroes and rituals) of culture and invisible means values of the organization. The visible part of culture can be changed to meet organization's plans (Hofstede, 1998). Furthermore, organization supportive culture leads to job satisfaction means job satisfaction of employees affected by organization culture (Silverthorne, 2004). Researcher has studied mostly organizational values commitments, job nature and many internal and external factors that effect on job satisfaction but in the current study, we take organization culture that covers all as factors as a whole that effect on job satisfaction (Belias et al., 2015).

One of the recent studies examined the influence of organizational culture on job satisfaction. Some of the dimensions used to measure organizational cultures such as innovation and risk-taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, and stability. While, job satisfaction measured in term of work itself, advancement opportunities, salary, supervision support, and co-worker relations. Data were collected from 274 academic professionals that consist 74 management sciences, 84 faculties of engineering, 70 humanities, and 46 health and sciences. Findings revealed that organizational culture has a positive and significant influence on job satisfaction (Chipunza & Malo, 2017). Similarly, another study examined the influence of

organizational culture on job satisfaction. Organizational culture measured in term of openness and risk-taking, collaboration, confrontation, experimentation, trust, pro-activity, authenticity, pro-activity, and autonomy. Data were collected from 463 employees. Findings elucidated that organizational culture has a significant and positive influence on job satisfaction.

Organizational culture has a significant influence on job satisfaction. Organizational culture measured in term of risk-taking, autonomy, and fairness. Job satisfaction was measured in term of co-workers, promotion, salary, supervisor, and work. Data were collected from three multinational companies in Pune, India. Findings reveal that organizational culture has a significant influence on job satisfaction (Sharma, 2017). Above-mentioned studies show that there is an inconsistent relationship between organizational culture and job satisfaction. There is a need to further study this relationship. Hence, this study wants to attempt the relationship between organizational culture and job satisfaction. This study proposed following hypotheses on basis of above-mentioned studies.

H1: Organization culture positive effect on job satisfaction



Figure 1: Theoretical Framework

3.2 Conclusion

Job satisfaction is the most studied factor organizational studies in all over the world. Prior researchers focus on various organizational culture types in different countries and show that it has a significant influence on job satisfaction. Hence, organizational culture cannot ignore measuring job satisfaction. Therefore, this paper proposed hypotheses between organizational culture and job satisfaction. As the current paper is conceptual in nature and suggests that there is a need for empirical study on organizational culture and job satisfaction in the future. In the future, there is also a need to study this framework empirical in both developed as well as developing countries with the help of social exchange theory.

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