

Measuring the Consequences of Perceived Organizational Culture on Job Satisfaction



Mohammad Saleh Miralam, Vikram Jeet

Abstract: *The primary objective of the present study is measuring the consequences of perceived organizational culture on job satisfaction experienced by employees of the hotel industry. The employee owns a set of behavior and attitudes in the organization, termed as organizational culture, influences an employee's job satisfaction. Furthermore, the perception of employees towards the organization's working environment represents a job satisfaction, maybe reflected as positive or negative responses. Thus, these two different concepts have a significant effect on employees. The present study has been conducted on employees working as middle-level managers and managers in five-star hotels of northern India. To assess the relationship between organizational culture and job satisfaction, multiple correlation and stepwise multiple regression analysis has been implemented. Job satisfaction of the employees found positively correlated with all variables of organization culture among employees. The results suggested that openness, authenticity, and experimentation have an insignificant effect on job satisfaction. Further, pro-action, confrontation, and autonomy identified as the most dominant predictors for the job satisfaction of the hotel employees.*

Keywords: *Organizational Culture; Job Satisfaction and Human Resource Management.*

I. INTRODUCTION

A significant transformation has been observed in the discipline of HRM for the last three decades. It signifies the importance of HRM as the core operative business function of the organizations [1]. Many HR concepts emerged as scientific modules to understand the HRM policy implications and employee's behavior to predict the performance outcomes. The present study is focused on two important HR concepts i.e.

organization culture and job satisfaction. Organizational culture has been characterized as the glue that holds organizations together. Culture provides support linkages between management and employees of the organization.

Job satisfaction is an individual's perspective, comprising of likes and dislikes about his/her job in an organization. Therefore, to examine organizational culture and its influences on employee's job satisfaction has become one of the major concerns for organizations. Organization culture is one of the most important attributes of any organization, represents the shared values and expectations of its members. Today, we found enormous studies and literature defining the organizational culture. As organization culture has a direct relationship with organization performance, it attracts the attention of many researchers from the early 1980s. One of the comprehensive definition of organization culture has been found as "the basic assumptions, shared values, beliefs and norms of behavior of the employees in an organization", [2] - [10]. Organization culture has been defined by different people in different ways 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"[11]. Organizational culture termed as an individual's basic shared assumption, which guided their behavior in an organization [9], [12]. Over the time, numerous definitions appeared in the literature defining organization culture has been modified, but still, practitioners have no consensus on the single definition and measurement of the concept [5], [10]. The common features of organizational culture were grouped in to three different categories, first, it is based on the concept of sharing values which passes from one to another, second the social construct and last which shows the multidimensional and multileveled approach [13]. Organizational culture viewed as the mechanism to reduces the diversity of employee's behavior, attitude, and values [14]. Organization culture represents the core values, ideologies, and symbols of an organization, which influence the employee's behavior [15], [16]. Organizational culture stated as a "multi-level concept which can be analyzed with eight different components such as openness, confrontation, trust, authenticity, pro-action, autonomy, collaboration, and experimentation" [17].

While discussing the job satisfaction, employees may give different opinions for the same job and organization. Every employee has their understanding and viewpoint of describing the working environment, resulted in individual responses for the job satisfaction will represent their feeling about the job. The feeling may be positive or negative, but it satisfies certain needs of individual.

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There are approximately twelve thousand and more researches on job satisfaction based on a single line definition given as "a pleasurable or unpleasurable emotional state resulting from the appraisal of one's job or job experiences".

It explains job satisfaction as an individual's subjective viewpoint encompassing the feeling about the job and the organization [18].

Further, job satisfaction defined as "the psychological disposition of people toward their work – and this involves a collection of numerous attitudes or feelings"[19]. It was also viewed as a different perspective which linked with productivity, motivation and employee performance [20]. Job satisfaction explained as job-related attitudes formed by their perception of the different aspects of the working environment constitute wages, working conditions, and performance-related to the job [21]. Another significant definition described job satisfaction as an affective or emotional response toward various facets of one's job which is not a unitary concept [22]. Job satisfaction is the blend of beliefs and feelings that the employees hold regarding their jobs. An employee with a high degree of contentedness and employer's fair treatment will generally like the job and believe that the job has many pleasing facets [23]. "Job satisfaction is an individual's subjective viewpoint encompassing the way he/she feels about his/her job and the employing organization"[24]. Job satisfaction is considered as the tool to express an individual attitude towards an organization's job [25], which reflected in the comprehensive definition of job satisfaction "as attitude and feelings employees have towards their work"[26]. Job satisfaction viewed as a level where an employee is happy, pleased with job and career's progression and it should be reflected in the individual job behavior, [27] – [29].

II. REVIEW OF LITERATURE

Currently in the literature, many empirical studies indicated that organizational culture is a key factor for job satisfaction of employees. Extensive review of literature exploring the relationship of organizational culture and job satisfaction validates its importance for the human resource manager and the organization. Organization culture has a significant impact on the employee job satisfaction, which may reflect in different ways. Thus, the HR manager needs to focus on these factors to motivate and retain employees. Study conducted to investigate the relationship between organizational culture and job satisfaction on academic professionals at South African universities. The study confirmed the employee's positive perceptions towards organizational culture and revealed a significant correlation with job satisfaction [30]. Job satisfaction is a multifaceted phenomenon, which is influenced and affected by various factors. Organizational climate and culture have a significant impact on job satisfaction [31]. Organizational variables, like structure and size of organizations, working conditions, compensations, leadership styles constitute the organizational climate and culture. At the same time, the employee's demographic characteristics may have an impact on job satisfaction. A critically examined study based on the organizational culture and job satisfaction provide another

way to understand the impact on employees. Results highlighted the importance of employee demographics characteristics for the organizational culture [32]. A study based on employees from Hong Kong and Australia concluded that the innovative and supportive culture have the positive impact on job satisfaction [33]. Transformational leadership style of the manager had also significant and positive impact on job satisfaction [28].

It was observed that organization culture positively influences the working life of employees in the organization, which leads towards a positive influence on the satisfaction level of employees [34]. The supportive organizational culture of universities has significant positive influences on the job satisfaction, especially on female employees [35]. It was also supported by another study exploring the relationship between organizational support and job satisfaction among academicians in South Africa [36]. A strong organization culture found as the bases for increasing commitment and career advancement among the hotel employees in Pakistan, which show a positive influence on job satisfaction [37]. In a recent investigation on employees working in a cement company showed positive impact of organizational culture on job satisfaction [38].

III. THE NEED FOR THE STUDY

In the service industry, employees play an important role. Services provided by the employees in the hotel industry can be stored for the future, as it is based on the real-time service, thus, employee's performance becomes more important. Employees will not get the chance to change the experiences of the customer. Guests of the hotels' rate the quality services, and the supporting system, which purely depends upon the performance of the employees. Thus, to enhance the performance, it is important to enhance the level of job satisfaction of the employees. However, there are many factors that affect job satisfaction, but organizational culture is one of the important factors that make an employee satisfied with the working culture and vice-versa. Thus, there is a need to understand the effects of organization culture on job satisfaction or dissatisfaction. While choosing the hotel industry as a research area, it was found that organizational culture and job satisfaction has been chosen as the subject of investigation for many sectors, but less literature is available on these two variables especially in the hotel industry.

IV. THE OBJECTIVE OF THE STUDY

In light of review of literature, the main objective of the present study stated as to examine the relationship between organizational culture and job satisfaction of employees working in the hotel industry.

A. Hypotheses

To verify the objectives certain null hypotheses were formulated:

H₀₁: There is no significant relationship between facets of organizational culture and job satisfaction of hotel employees.

H₀₂: There is no significant impact of openness on job satisfaction of hotel employees.

H0₃: There is no significant impact of confrontation on job satisfaction of hotel employees.

H0₄: There is no significant impact of trust on the job satisfaction of hotel employees.

H0₅: There is no significant impact of authenticity on job satisfaction of hotel employees.

H0₆: There is no significant impact of pro-action on job satisfaction of hotel employees.

H0₇: There is no significant impact of autonomy on job satisfaction of hotel employees.

H0₈: There is no significant impact of collaboration on job satisfaction of hotel employees.

H0₉: There is no significant impact of experimentation on job satisfaction of hotel employees.

V. RESEARCH METHODOLOGY

The present study is exploratory research aimed to examine and analyze the impact of organizational culture on the job satisfaction of employees working in five-star hotels. The present study conducted on five-star rating hotels situated in northern India. The sample units consist of managers working at different levels in five-star rating hotels. Purposive sampling method has been chosen for data collection and 179 respondents included in sample. Data were collected from managerial personnel working at different positions in the various cities of northern India through electronically structured questionnaire.

A. Description of instruments

Organization culture scale consists of comprised of eight variables such as: “openness, confrontation, trust, authenticity, pro-action, autonomy, collaboration, and experimentation” used [17]. It comprises of 40 statements with five statements on each variable. Responses of the employees were recorded on their level of agreement or disagreement with each statement on a Likert’s 5-point scale. Further, the job satisfaction scale consisting of 20 statements have been used in the study [39]. Again, responses of the employees were recorded on their level of satisfaction or dissatisfaction with each statement on a Likert’s 5-point scale. The reliability and validity of these instruments are found to be within acceptable norms.

B. Dependent and Independent Variables

To understand and analyzed the organization culture, current study was conducted through eight organizational variables, which is used as the independent variables in the model as: Openness (F1), Confrontation (F2), Trust (F3), Authenticity (F4), Pro-action (F5), Autonomy (F6), Collaboration (F7) and Experimentation (F8) [17]. As the purpose of the study was to analyze the influence of organizational culture on job satisfaction, hence job satisfaction is taken as the dependent variable in the model.

C. Model Specification

Further for analysing the impact of organizational culture on the job satisfaction of employees, the multiple

linear regression model has been applied using SPSS. The regression model is depicted as:

$$\text{Job Satisfaction}_{it} = \beta_0 + \beta_1 (F1) + \beta_2 (F2) + \beta_3 (F3) + \beta_4 (F4) + \beta_5 (F5) + \beta_6 (F6) + \beta_7 (F7) + \beta_8 (F8) + e_{it}$$

In the above equation, β_0 is constant and β_i is the regression coefficient of the explanatory variables, while e_{it} is the residual error of the regression.

VI. RESULTS AND ANALYSIS

The data have been analysed applying multiple correlation, simple correlation matrix and stepwise multiple regression analysis to verify the stated objectives and test the formulated hypothesis.

Table 1 shows the correlation between various facets of organizational culture and job satisfaction of employees working in Five Star Hotels. The dimensions of organizational culture positively influenced the job satisfaction and revealed significant positive relationships with all dimensions of organization culture: confrontation ($r = .305, p < .01$), trust ($r = .404, p < .01$), authenticity ($r = .333, p < .01$), pro-action ($r = .464, p < .01$), autonomy ($r = .418, p < .01$), collaboration ($r = .313, p < .01$), and experimentation $r = .238, p < .01$). whereas openness one of the dimensions of organizational culture did not show significant relationship between job satisfaction ($r = .079$). It has also been observed that pro-action, autonomy, and trust, appeared as the most influential factor of job satisfaction. Pro-action showed highest correlation with job satisfaction which represents that employee's proactive behaviour, creativeness in hotel services and preventive action for the guest have a great influence on their job satisfaction. Result supported the finding that significant relationship between the employee's pro-activeness and job satisfaction [38], [30], [41]. Autonomy emerged as another important factor that influence job satisfaction of employees. It enables employees to take instant decision, freedom to make plan, and willingness to accept challenge leading job satisfaction. The result of the study signified that in hotel industry employees feel more comfortable and satisfied if autonomy exists in the organization culture. As hotel operations are the only service-based industry, it is highly important to create and maintain trust among the employees. hence, the results of the correlations reject the H0₁.

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Table 1: Correlation among Organizational culture and job satisfaction of the employees working in hotels (N=179).

	F1	F2	F3	F4	F5	F6	F7	F8	JS
OPENNESS (F1)	1								
CONFRONTATION (F2)	0.055	1							
TRUST (F3)	-0.11	-0.14	1						
AUTHENTICITY (F4)	-.177*	0.095	0.01	1					
PRO-ACTION (F5)	-0.073	-0.038	.450**	.204*	1				
AUTONOMY (F6)	-0.122	0.128	0.109	.325**	.230**	1			
COLLABORATION (F7)	0.052	-.159*	0.104	0.065	.242**	0.146	1		
EXPERIMENTATION (F8)	.160*	0.097	-0.06	.326**	-0.069	0.114	0.012	1	
JOB SATISFACTION (JS)	0.079	.305**	.404**	.333**	.464**	.418**	.313**	.238**	1

**Correlation is significant at the 0.01 level (2-tailed).

*Correlation is significant at the 0.05 level (2-tailed).

ideally it should be close to 2.0 i.e. between 1.4 and 2.6 [44].

Table 2: Testing of Multicollinearity by Using the Variance Inflation Factor (VIF)

Variable	VIF
Openness (F1)	1.123
Confrontation (F2)	1.087
Trust (F3)	1.302
Authenticity (F4)	1.356
Pro-action (F5)	1.431
Autonomy (F6)	1.199
Collaboration (F7)	1.115
Experimentation (F8)	1.214

The purpose of the multicollinearity test is to identify the degree of inter-correlation and multicollinearity amongst independent variables. To check this problem, the Pearson correlation coefficient matrix and the Variance Inflation Factor (VIF) have been analysed. The closer the value of VIF of one, the lesser will be the degree of multicollinearity and vice-versa.

The results of Table 2 highlight that, the VIF values are much lower than 10. The VIF values have an average value of 1.228, which signifies that the multicollinearity does not exist among the independent variables. If one of the VIFs is greater than 10, then the multicollinearity is a problem [42]. Based on the finding, if the correlation coefficient in the correlation matrix exceeds 0.80 or 0.90, it would be considered as a serious problem of multicollinearity, here all VIFs values were recorded in the acceptance level for further analysis [43].

Another regression assumption that has been tested in the study is an Autocorrelation. To fulfill the regression assumption, this study also controlled for Auto-correlation to provide a better fit for the model by using the Durbin – Watson (DW) statistic. Durbin – Watson (DW) statistic value must lie between 0 and 4. If DW = 2, implies no autocorrelation, $0 < DW < 2$ implies positive autocorrelation while $2 < DW < 4$ indicates negative autocorrelation, so

Table 3: Summary of Regression analysis of organizational culture on Job satisfaction. (N=179).

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		Durbin-Watson
					R Square Change	F Change	
1	.766 ^a	0.587	0.539	0.20095	0.587	12.418	1.457

a. Dependent Variable: Job Satisfaction

The relationship between organizational culture and job satisfaction has been analyzed by applying regression analysis. The results of multiple regression are summarized in table 3. The regression analysis results reveals that coefficient of correlation between the organizational culture variables and job satisfaction ($R = .766$). The value of $R^2 = .587$ represents the coefficient of determination that accounted for 58.7% variation in the job satisfaction of employees. The value, $F = 12.41$, ($p < 0.05$), validated the regression model. Durbin–Watson (DW) statistic has been calculated as 1.457, which accept the assumption that the autocorrelation does not exist among the variables.

Table 4: Coefficient of Regression on Job Satisfaction of employee working in five-star hotels. (N=179).

Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
	B	Std. Error			
(Constant)	1.424	0.233		6.118	0
Openness (F1)	.053 ^{B1}	0.033	0.129	1.579	0.119
Confrontation (F2)	.104 ^{B2*}	0.025	0.334	4.171	0
Trust (F3)	.104 ^{B3*}	0.028	0.329	3.748	0
Authenticity (F4)	.049 ^{B4}	0.03	0.148	1.651	0.103
Pro-action (F5)	.081 ^{B5*}	0.035	0.214	2.328	0.023
Autonomy (F6)	.075 ^{B6*}	0.031	0.207	2.465	0.016
Collaboration (F7)	.076 ^{B7*}	0.026	0.232	2.857	0.006
Experimentation (F8)	.061 ^{B8}	0.036	0.145	1.709	0.092

(*) significance level at 5% level.

Dependent Variable: Job Satisfaction

As shown in the table 4, based on the calculated regression coefficients, regression equation can be framed in the following manner.

$$P_{it} = 1.424 + 0.053(F1) + 0.104(F2) + 0.104(F3) + 0.049(F4) + 0.081(F5) + 0.075(F6) + 0.076(F7) + 0.061(F8).$$

Based on the finding of table IV, it can be inferred that openness (F1), authenticity (F4) and experimentation (F8) have an insignificant effect on job satisfaction of employees, whereas all other variables Confrontation (F2), Trust (F3), Pro-action (F5), Autonomy (F6), and Collaboration (F7) have a positive and significant influence on the employee's job satisfaction. The β_1 coefficient $B=0.053$; $t = 1.579$, exhibit the insignificant influence of openness on job satisfaction. Thus, H_{02} is accepted. It also highlighted the existence of non-transparency, barriers in the communication processes, resistances of sharing information and a sense of hesitation in the culture, which gives a negative impact on the job satisfaction. The β_2 coefficient shows $B=0.053$ influence of confrontation (F2) on job satisfaction of employees, which is statistically significant at .05 levels. The t-value is 4.171, $p < .05$, represents the significant influence on the job satisfaction. Thus, H_{03} is rejected.

The β_3 reflects $B=0.104$, and $t = 3.748$, $p < .05$, influence of trust (F3) on the job satisfaction, inferred the significant influence on job satisfaction. Hence, H_{04} is rejected. The β_4 coefficient correlation value of authenticity (F4) is $B=0.049$, and $t = 1.651$, which is insignificant. Thus, authenticity has an insignificant influence on job satisfaction, hence, H_{05} is accepted. The regression coefficient β_5 value for pro-action (F5) is observed at $B=0.081$ with $t = 2.328$, $p < .05$, shown a

significant impact on job satisfaction. Hence, H_{06} is rejected.

Autonomy (F6) the value of β_6 coefficient reveals $B=0.075$ with $t = 2.465$, $p > .05$ revealed a positive and significant influence on job satisfaction. Hence H_{07} is rejected. The regression coefficient β_7 value of collaboration (F7), $B=0.074$, and $t = 2.857$, $p > .05$ reported significant. It has shown a significant impact of pro-action on job satisfaction of employees. Hence H_{08} is rejected. The regression coefficient β_8 which measures experimentation (F8) has $B=0.007$ and $t = 0.143$, showed insignificant influences on employee job satisfaction. Hence H_{09} is confirmed.

Table 5: Summary of Regression analysis (step wise) of organizational culture on Job satisfaction (N=179).

Mode	R	R Square	Change Statistics			Durbin-Watson
			R Square Change	F Change	Sig. F Change	
1	.464 ^a	.215	.215	21.084	.000	1.56
2	.565 ^b	.319	.104	11.620	.001	
3	.629 ^c	.396	.077	9.525	.003	

a. Predictors: (Constant), Pro-action

b. Predictors: (Constant), Pro-action, Confrontation

c. Predictors: (Constant), Pro-action, Confrontation, Autonomy

The summary of stepwise multiple regression for the overall sample discussed in table 5, targeted to identify the best suitable model for analyzing the influence of organizational culture on job satisfaction. The first model indicates that pro-action emerged as the most dominant factors that appear as the predictor of job satisfaction. In the model 1 result reveals that $R = 0.464$, coefficient of correlation between the pro-action and job satisfaction. The value of adjusted $R^2 = .215$ represents the variability in the employee's job satisfaction expressed the influence of organizational culture, accounted for 21.5% variation in the job satisfaction of employees. The value of $F = 21.084$, ($p < .01$). The second model indicates confrontation as the second most dominant factor to predict job satisfaction of the hotel employees. The calculated value of $R = 0.565$, coefficient of correlation between the pro-action and confrontation variables and job satisfaction. The value of adjusted $R^2 = .319$ represents the variability in the employee's job satisfaction expressed the influence of confrontation, accounted for 10.4% variation in the job satisfaction of employees. The value of $F = 11.620$, ($p < .01$), validated the regression model. The third model indicates autonomy as the third most dominant factors to predict job satisfaction of the hotel employees. The results reveals that the coefficient of correlation $R = 0.629$, between the pro-action, confrontation, and autonomy and job satisfaction. The value of adjusted $R^2 = .396$ explained 39.6% the variability in the employee's job satisfaction and alone accounted for 7.7% variation in the job satisfaction of employees. The value of $F = 9.525$, ($p < .01$) validated the regression model.

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The value of the Durbin–Watson (DW) statistic is 1.56, which signifies that the autocorrelation does not exist among the variables.

Table 6 is showing the coefficient of regression of organizational culture variable for job satisfaction of hotel employees. In the first step the constant value of the unstandardized Beta coefficient has been calculated as, B= 2.896, and pro-action B= .175, with standard error value .038 on job satisfaction. Thus, pro-action could be considered as the most dominant factor for job satisfaction of the employees. The standardized Beta coefficient for the independent variable calculated as 0.684 with t=4.592, (p<.01). In the second step, the constant value of the unstandardized Beta coefficient has been calculated as, B= 2.559, and confrontation B= .100, with standard error value .029 on job satisfaction made confrontations as the second most dominant factor for job satisfaction.

Table 6: Coefficient of Regression (stepwise) on Job Satisfaction of employee working in five-star hotels (N=179).

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	2.896	0.134	
	Pro-action	0.175	0.038	0.464
2	(Constant)	2.559	0.16	
	Pro-action	0.18	0.036	0.476
	Confrontation	0.1	0.029	0.323
3	(Constant)	2.293	0.174	
	Pro-action	0.154	0.035	0.408
	Confrontation	0.088	0.028	0.284
	Autonomy	0.105	0.034	0.287

a. Dependent Variable: Job Satisfaction

The standardized Beta coefficient for independent variable calculated as .323 with t=3.409, significant at .01 levels. In the third step, the constant value of the unstandardized Beta coefficient has been calculated as, B= 2.293, and autonomy B= .105, with standard error .034 on job satisfaction, made autonomy as the third most dominant factor for the job satisfaction. The standardized Beta coefficient for independent variable calculated as .287 with t=3.086, significant at .01 levels.

VII. CONCLUSION

Organization culture is one of the important factors that make an employee satisfied with the working culture and vice-versa. A strong organizational culture is reflected by vision, purpose, principles, teamwork, employees' creativity, innovation, empowerment, coordination, and employee development [45]. Thus, in any organization for analyzing and determining job satisfaction, an organization's culture plays an important role. In the present study, an attempt has been made to analyze the effect of organization culture on job satisfaction. The results from correlation analysis indicate that job satisfaction of employees is positively

correlated with all the variables of organization culture. The results of the study explained the dimensions of organization culture, such as confrontation, trust, pro-action, autonomy, and collaboration has significant influence on job satisfaction, suggesting that employees who perceive their organization culture have features of confrontation, trust, pro-action, autonomy, and collaboration have a greater sense of satisfaction in their roles. Further, pro-action, confrontation, and autonomy identified as the most dominant predictors for the job satisfaction of the hotel employees.

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