



IWNest PUBLISHER

## International Journal of Administration and Governance

(ISSN 2077-4486)

Journal home page: <http://www.iwnest.com/AACE/>



# The Impact of Organizational Culture on Job Satisfaction in Higher Education Institution

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### ARTICLE INFO

#### Article history:

Received 23 Feb 2015

Accepted 6 March 2015

Available online 28 March 2015

#### Keywords:

Job satisfaction, organizational culture, organization performance

### ABSTRACT

Job satisfaction is one of the important element in organization and it becomes crucial in order to enhance the organizational performance. Furthermore, job satisfaction helps to improve the service provided by the employees. Despite of this, organizational culture becomes as main agenda and have an effect on the level of satisfaction among the employees. Besides, the impact of organizational culture practices by organization is very important to emerge the level of satisfaction. In higher education institution context, the management focused on the best service delivery practices to the stakeholders like students and other parties. Hence, employees need to put a comprehensive effort to provide best services and it also can be done successfully through the practice of organization culture. Consequently, a positive organizational culture can bring a positive element among employees and organization needs to ensure that their employees are satisfied with their given job and the reward (or recognition).

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**To Cite This Article:** Solehah Ismail, Abd. Rahim Romle, PhD, Noor Aznida Azmar, The Impact of Organizational Culture on Job Satisfaction in Higher Education Institution. *Int. J. Adm. Gov.*, 1(4), 14-19, 2015

## INTRODUCTION

Locke (1976) described overall job satisfaction as a pleasurable or positive emotional state that results from the evaluation of one's job while Hirschfeld (2000) job satisfaction referred to an expression of one feeling about his/her job. Mathis and Jackson (2006) states that job satisfaction is a positive emotional state to evaluate someone work experience. This type of positive emotional will tend to increase job performance among employees and it was agree by some other scholar like Ostroff (1992) finding support the relationship between job satisfaction and organization performance.

Job satisfaction is kind of important element generate by organizational culture and it was describe by other authors like Shein (1985) organization culture is actually as the deeper level of basic assumption and belief that are share by member of an organization also is the set of assumptions, beliefs, values, and norms that are shared by organization members. In additions, Alutto and Acito (1974) found that employees who were classified as being in decisional equilibrium (*i.e.*, participating in as many decisions as desired) generally displayed higher levels of job satisfaction than those classified as decisional deprived (*i.e.*, making fewer decisions than desired) and when organization give authority to allowed the employee take part in making decision it will generate harmonize collaboration between the upper level and the lower level and will enhance the effective management in organization.

#### Problem statements:

An organization represents most of complex structure comprise of various environments and employee that have their own roles in such organizations. It is important to highlight that organization culture is absolutely link with job satisfaction whereby we can see if the employee satisfy they will continue to keep their effort in order to achieve their targeted and goal of company meanwhile organizational culture will lead the employee to achieve their target. According to Wawan and Nughoru (2001) a healthy company but does not has good culture, then the company does not has long life. According to Jack, Eka, Margono and Solimun (2012) problems that arise will create big gaps among an organizations and employee and sometimes organization need to invite third parties to get involves in their management in order to solve all problem that happens inside the organization that finally will enhance the performance of both the organization and the employee.

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The impact of organization culture on job satisfaction sometimes will face with problems like various environments that lead the employee become stress. They do not enjoy their time with given tasks that maybe keep change all over the time. Various environments sometime happen because of the leader itself and for an organization that do change their leader need to adapt new environment of task with the new one. So, it will create problem in term of satisfy because when an employee do not feel comfort with their surrounding they do affect their mood and finally bring low quality of task. Various environment will make the employee confuse with their responsibility to their work and will let to the unsatisfied of job among all of them. It is not only affect the emotional but also the economical of the organization itself [14].

#### *Research objectives:*

The objectives of this study are:

1. To investigate the relationship between the organizational culture and job satisfaction among the employee.
2. To determine the relationship between organizational culture and performance of the staff.

#### *Literature review:*

##### *Job Satisfaction:*

Job satisfaction is something that creates positive improvement on individual life and can enhance the performance of their work and also kind of element that can perfectly attribute to the positive achievement in our life. Job satisfaction also can be said as an individual's total feeling about their job and the attitudes they have towards various aspects or facets of their job, as well as an attitude and perception that could consequently influence the degree of fit between the individual and the organization (Ivancevich & Matteson 2002; Spector 1997). A facet of job satisfaction is actually can be describe as any part of job that actually can influences the feeling among the employee itself means that either it can produce positive or negative feeling towards satisfactions. The sanction mechanism like positive and attitude feeling was truly arise among the employee and also it was being stated by Robbins [22] A person with high job satisfaction appears to hold generally positive attitudes, and one who is dissatisfied to hold negative attitudes towards their job, normally people with high level of satisfaction will be loyalty to the organization and if the employee feel not comfortable and dissatisfaction with their job will let them to resign or influences the lower productivity or services in such organization. It is very important to maintain and increase satisfaction among all employee in organization to sustain the organization as well as to let the organization develop and success [16].

According to Rothmann and Coetzer (2002), job satisfaction among employees is an indicator of organisational effectiveness, and it is influenced by organizational and personal factors. Job satisfaction can be influenced by a variety of factors. Opkara (2002) stated that factors such as pay, the work itself, supervision, relationships with co-workers and opportunities for promotions have been found to contribute to job satisfaction. These are supported with findings from several researchers such as Kamal *et al.* (2009), Nguyen *et al.* (2003), Rao (2000) and Maiké *et al.* (2010).

There are some element that influences job satisfaction like Work/Job, Pay and Promotion and Work Environment. These elements are very important in order to generate high level of satisfaction among the employee.

##### *i) Work/Job:*

According to Beach (1998) the financial function of work for generating goods and services is its most apparent value. In response for making the employee is paid salaries that enable the buy of food, clothes, refuge, and other lavishness of life. Second objective is work is the title of social prominence or satisfying the social desires of citizens because without work there is no place among the community at large in order to survive and compete to gain own goal in our life. Any employee that has high level of interest with their job will satisfy with the outcome of their task. Despite of this, Employees that carry out tasks that have high proficiency selection, independence, reaction, and job significance skill greater level of job satisfaction than their counterpart who perform responsibilities that are low on those attributes and expressiveness in job setting is found to relate positively to job satisfaction. Worker tend to prefer the job that can give opportunities to elaborate their skill and jobs that give them chances to employ their proficiencies and aptitudes and offer a diversity of tasks, autonomy, and response on how well they are doing [15].

##### *ii) Pay and Promotion:*

Pay and promotion will increase the level of satisfaction among the employee. According to Daniel and Caryl (1981) carried out a study based on the exploration of the investment model's ability to forecast job promise and obligation as well as job satisfaction. The study results showed that job satisfaction was best foreseen by the job reward and job commitment was best forecasted by a combination of cost values, rewards, and the amount of investment. Despite of this, the other contribution of study state that the extrinsic and intrinsic rewards motivate the employees and this motivation leads to realize a higher performance level. In addition, the

study showed that there was no significant difference between job satisfaction motivational levels along various workers categories in different firms.

### *iii) Work Environment:*

Organizational environment is an influential determinant of both output and worker contentment. Its affect is so powerful that it can prevail over the influence of the characteristic of frontline leadership. Work conditions and job satisfaction appear to have a positive correlation. According to Atambo *et al.* (2012) a gradual improvement on the work conditions leads to an equivalent increase in job satisfaction levels as exhibited in the resultant motivation, individual and organizational productivity. For example, when there is a considerable teamwork and career advancement opportunities, the overall job satisfaction of the employee is enhanced.

### *Organization Culture:*

Organization represents the most complex social structure and the employee become one of major important player in such organization, organization also depends on employee to run their business. The relation among both that is organization and employees are very crucial to the development of organization that will impact to the positive results. Organizational culture can be promoted to facilitate the achievement of job satisfaction and organizational goals. According to Ross (1994) culture is a pattern of shared and belief and values that provides the members of organization rules of behavior or accepted norms for conducting operations. It is the philosophies, ideologies values, assumption, belief, expectations, attitudes and norms that knit an organization together and shared by employees and also seeing culture as important for facilitating organizational innovation, the acceptance of new ideas and perspectives, and needed organizational change may require a different, or more nuanced, view of organizational culture [27].

Schein (1984) Organizational culture is deeply rooted within the organizational system, as it is a process, which evolves over a long time. An organization's culture determines the way the organization conducts its business, and as a result also influences its processes. Positive culture can lead the employee to enjoy their work and influences their feeling and responsible to their work. It also can harmonize the work environment of such organization [27]. Gibson *et al* (1997) defined organizational culture as the system that penetrates values, belief and norms in each organization. Organizational culture able encourage and discourage the effectiveness depend on the value characteristic, belief, and norms. Wawan and Nugroho (2001) explained that a healthy company but does not has good culture, then the company does not has long life. Someday there will be demonstration, strike or the like that make the organization not healthy or bankrupt. So it is clear that the company goals will not be reached without approach through organizational culture [14].

There are elements that contribute to the organizational culture like according to Peters and Waterman (1982) have noted that the elements of an organization's culture decide its possibilities of success and differentiate the organization with others and Peter (1982) also cited that success of the organization depends on the brilliance or excellence of the culture, if an organization failed to do so it will cause lots of problems arise and will create bad image of an organization to the future also the others impact is employee itself whereby they will slowly left the organization if they feel uncomfortable. The criteria comprise of communication, innovation, trust and job challenge.

### *i) Communication:*

According to Besterfield, Michna and Sacr (2003) all organization communicate with their employees in one manner or another. Communications deliver the organization's values, expectation and direction, provide information about corporate developments and allow feedback from all levels. Any organization that can disclose two way communication for example will let the employee feel satisfaction because the employee will feel that they do contribute something to organization and they are not been avoided. Reward in form of communication for example is kind of indicator to create employee loyalty by encourage the involvement of higher ranking individual in such organization in order to participate in lower ranking group together provide idea to expand their organization economy and to prevent the organization from suffer by any consequences arise because of negative matter. So, communication can be one of important matter in such organization.

### *ii) Innovation:*

According to Besterfield (2003) Innovation means making meaningful changed to improve an organization's product, services, and process and create new value for the organization's stakeholders. Innovation should lead an organization to new dimension of performance while Farr and Ford (1990) state that innovation behavior as behavior directed towards the initiation and application within a work or role, group or organization of new and useful idea, processes, product or procedure. Some innovation will let the organization become unique and different among others organization and act as benchmark of organization to generate performance of employee. Innovation will inspire the lower level to keep try, face new challenge and build satisfaction among the employee.

If they are happy with their task, they will focus and try hard to achieve their target that will let them being reward by organization then lastly will form job satisfaction.

*iii) Trust:*

According to Deming (1986) trust enable the resources and knowledgeable of each partner to be combined to eliminate an adversarial relationship. Partners are then able to share information and accept reduced control. Mutual trusts form the basis for a strong working relationship and should be view as a business paradigm shift and begin with the purchase contract that there is no adversarial. The purchasing function of the organization must be subordinate to the overall relationship goals and objectives. Open and frequent communication avoids misdirection and disputes while strengthening the relationship. Trust also one of important mater to be practice by organization because if employees know that they are been trust by the organization they will be honest to manage all asset of organization. Trust can let the positive relation among all of department in one organization and create team work.

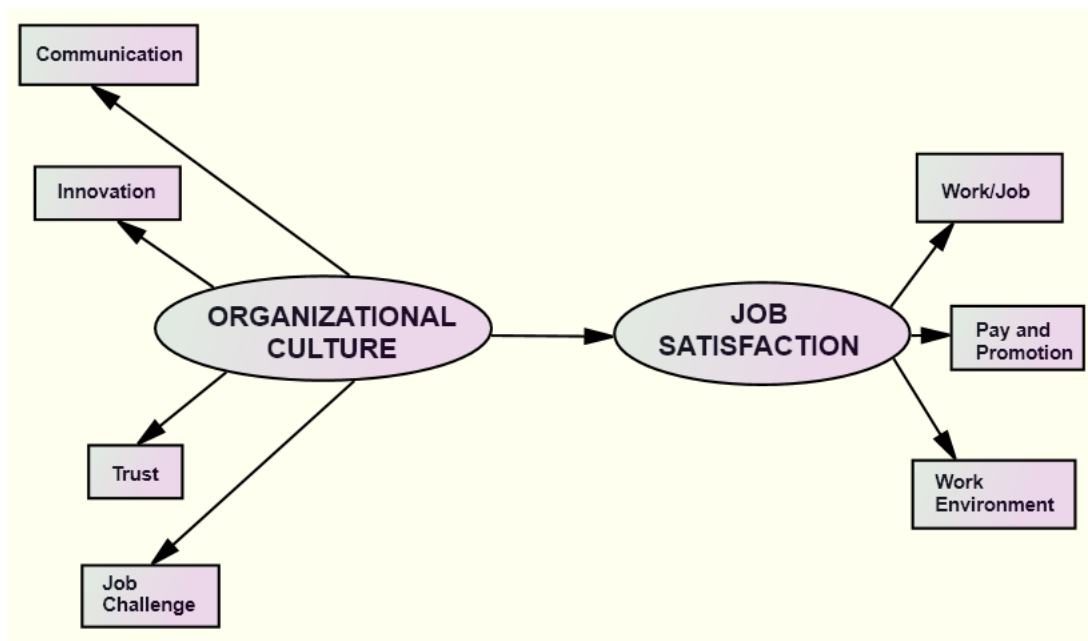
*iv) Job and Challenge:*

The characteristic of high challenge job have been classically developed by Hackman and Oldham (1980) and include work variety and autonomy where employees find their jobs challenging because they have certain core characteristics like skill variety, task identity, task significances and autonomy.

*Methodology:*

For this study, research used descriptive approach and cross sectional. Descriptive approach features by using survey method that was survey in organization and according to Malhotra (1999), descriptive approach is marked by a clear statement of the problem, specific hypothesis and detailed information needs where correlation study is used in this method to find out the relationship among the variable that is between the impact of organizational culture on job satisfaction among the employee. The data will be collected from survey (descriptive method) using correlation study like according to Sekaran [26], a correlation study is conducted in the natural environment of the organization with minimum interference by the researcher with the normal flow of work and distribution of questionnaire during cross sectional approach and the result will be received in short time from one the Malaysia public university's employee.

*Conclusion:*



**Diagram 1:**

Diagram 1 above shows the relationship between organizational culture to job satisfaction. In this diagram it consists of four factors (*i.e.* Communication, Innovation, Trust and Job challenge). Thus, this model will describe the relationship of two variables and this proposed model will give better understanding either the relationship will affect directly on the relationship between the benchmarks of organizational culture on job satisfaction. In order to understand the effect of organizational culture towards job satisfaction amongst the employee, this

conceptual framework provides the impact of organizational culture that able to advance the employees achieve job satisfaction. From the conceptual framework, the independent variables comprise the organizational culture. The dependable variable in this study is about the employee's job satisfaction. The conceptual framework highlights that job satisfaction achievement base on organizational culture.

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