



## The impact of organizational culture on job satisfaction of the school teacher of city Khairpur Sindh Pakistan

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### Abstract

The present paper intends to specify the impact of organizational culture on job satisfaction of the School Teachers of Khairpur city-Pakistan. Job-satisfaction is an essential component of human beings in a civil society. The individual's assessment within societal environment for achievement of the desired goal and positive enthusiastic condition from the judgment of one's job or job experience the organizational culture represents the performance of the individuals in the job-market. The actual nature of an employee is tallied with respect to such an organization while working job. However, the flexible culture entails the suitable working environment to the employees. Organizational system mostly states the various factors like jargon language; good performance; job environment; company's laws; job experience; and so forth that assist the employees for improvement of social life and skills in the work, and communicating its rules, norms and values and discipline of an organization. Hence, the quantitative strategy employed for data acquisition and running out through regression analysis for such the work. The study revealed that the various factors are linked with job satisfaction within the organization based on the performance and experiences of the individuals in this perspective in a civil society. Further, the raw data is analyzed through (SPSS) software, and other techniques used for analyzing the statistical data Non-parametric tests, ANOVA, reliability, Linear Regression, and correlation Chi-Square test based on the collected raw data from individuals.

**Keywords:** job satisfaction, performance, organization, culture, individuals

### Introduction

To establish organizational culture is important for every organization to continue its market reputation. The organizational culture should be supportive for an organization which helps them to improve their performance. The culture of an organization is also important to satisfy and retain their employee because it influences on employee commitment. The flexible culture of an organization provides good working environment to the work force in which they work and feel no burden on them. Employee commitment is center focus of every organization because it supports organization effectiveness, understanding towards the organization culture will provide path to employee and it may help them to improve their efficiency. The motive is nothing except employee performance is center point for industry. Research has been done universally to provide the considerable consequences to culture of organization and the impact on individual on job satisfaction:

Culture of an organization is combination of various values and systems they provide base to an organization to run successfully in the market (B & AE, 1983).

Employee will get help from organizational culture to deeply understand the organizational functions of an organization by communicating its rules, norms and values and discipline of an organization (Crawford, 2004) [6]. According to research conducted by Lock (1969) Organizational culture has an important influence on employee performance if the employee

of the company has more information and understanding with culture then they feel more job satisfaction (Capplan, 2007) [4]. Chatman (1991) [5] stated that the culture of an organization consists of set of behavior, values and attitude.

According to research conducted by Herzberg (1959) according to his study the employee satisfaction (Capplan, 2007) [4] is a part of employee job. Job satisfaction is positive feelings of an employee towards his work (Lock, 1969) organizational environment and workers related personal traits are the main factors which can influence their work satisfaction (SE, Taber, & Am, 1975). The individual who performs his job with commitment and stays with the organization in hard conditions and strive to achieve organizational targets and he will be committed with the company in every situation (Allen, 1997) [1].

The employee will remain with the organization and he will not quit with company and also will not react to dissatisfaction if the employee is satisfying then there will be continuous commitment with the company. (S, No, & Beaumier,, 2004).

Employee work satisfaction has positive and strong influence and it stops the employee to leave the organization and stay with the organization for long term period because it provides a sense of commitment of an employee to an organization (Egan, Yang, & Bartlett, 2004) [9].

According to the Sheridan (1992) [22] the culture of an organization has a strong influence on retention rates of workforce, organizational culture that is still contradictory

issue from the employee commitment and turn over intention point of view instead of many studies and researches only because it has been failed to provide reason between them (organization) culture and employee performance. Despite having inconsistency in findings, the point is so as to the organizational culture increases the commitment of employee with organization or not. In developing countries there is need of research to fill the gap. The proposal focuses on “the impact of organizational culture on individual job satisfaction” of private school teachers of Khairpur city. Further the study will give us a complete introduction of main points arises from ineffective culture of an organization which may also make employee to quit their work.

### **Organizational Culture**

Most popular concepts through which we can frequently address a company, fundamental reasons for individual's behavior, a reason for disapproval and admire, an ability which makes a company what it is (Kunda, 1991) <sup>[11]</sup>.

Culture of an organization can be explained as the combination of different programs of the mind that separates the individuals of one organization from one another. The best way of understanding the organization culture is to see the image of that organization and examines that who and what is valued in the organization.

A research conducted by Schein, according to him organizational culture is an orderly system of basic values and assumptions, which clearly separates one team of company from others. In fact culture of an organization consist of basic assumptions and patterns, developed, invented or discovered by teams in organization to face certain problems which influence an organization, internally and externally and they perform well to be enough to considered.

### **Job Satisfaction**

Organizations may unable to achieve its desired goals, if the employees of that organization are not completely satisfied. Satisfaction should be ensured in order to achieve organizational targets; retention level of man force will be reduced if there will be low satisfaction level. According to (Dawis, 1984) <sup>[7]</sup> “Job satisfaction is evaluation of individual's assessment level that how the working environment fulfill their needs”.

Various researchers and thinkers developed the concept of satisfaction in many ways. Locke has given the definition of satisfaction which is commonly used to describe it from organizational perspective. He describes employees' job satisfaction as “pleasant and positive responsive state which is resulted from evaluation of one's own job experience which he has while doing job”.

Several researchers argue that for motivation of employee's satisfaction is very important (Rao, 2005) <sup>[19]</sup>. Researchers also argue that productivity and performance has direct relationship, good results are only possible when workers of any organization are satisfied and encouraging thoughts towards job will be given by employees.

### **Literature review**

Culture of an organization is human behavior within it and importance is attachment of behaviors by the people. Culture

is comprised of vision of an organization, its norms, symbols, systems, values, language, beliefs, assumptions and habits. It is also the things that are being learnt by the new members of an organization as the pattern of some combined behaviors and assumptions through which they perceive and also feel and think. The individuals and groups interaction with each other even with stakeholders and clients is also affected by the culture of an organization (Wikipedia).

The things which define an organization like beliefs, attitudes. Philosophies, behaviors and practices refer to organizational culture. The organizational culture may perhaps represent those characteristics which distinguish one organization from another from various perspectives, like relation to public and interaction with the customers may have different through internal policies and procedure. Day to day experiences of organizational employees and the perception of the company in public is also influenced by organizational culture.

Organizational culture represents the combined beliefs, values, and organizational members' principles and creation of such features as market, history, strategy, and product, type of employees, organizational management style, and national culture. Management intentionally on other hand shaped those cultures through which they can achieve organizations specific strategic means.

- Behaviors through which business is conducted by the organizations, treatment provided to employees, community and the customers.
- Degree of freedom in decision making, bringing up new ideas and self expression.
- Hierarchal control and flow of information
- Employees commitment towards mutual objectives

### **An understanding of organizational culture is critical for two reasons**

Organizational culture means efficient principles, controls, policies, actions, responsibilities and functioning criteria. Each and every principle and actions are set up so as to which function/work must be completed by whom in addition to who has to report them and who is responsible of all work. Overall this means that the whole thing is pre designed and written and designed previously. The whole thing is composed and facilitated in a systematic way for company productiveness and prepare them to prevent from usual conditions. Key objective of organizational culture in organization through documented procedures and rules is that there will be no equivocalness on employee (responsibility) or any further situation. Organizations may unable to achieve its desired goals, if the employees of that organization are not completely satisfied. Satisfaction should be ensured in order to achieve organizational targets; retention level of man force will be reduced if there will be low satisfaction level. According to (Dawis, 1984) <sup>[7]</sup> “Job satisfaction is evaluation of individual's assessment level that how the working environment fulfill their needs”.

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The things which define an organization like beliefs, attitudes. Philosophies, behaviors and practices refer to organizational culture. The organizational culture may perhaps represent those characteristics which distinguish one organization from another from various perspectives, like relation to public and interaction with the customers may have different through internal policies and procedure. Day to day experiences of organizational employees and the perception of the company in public is also influenced by organizational culture Lund, (2003) expressed that, job satisfaction of employees rise and fall due to the organizational culture. Another exploration appeared by Chow *et al.*, (2001) association flanked by the organizational philosophy and employment satisfaction in a Chinese scenery of culture. This study reflects basic marks in support of the organizational culture with clear unconstructive results. Then again, there is no sufficient literature from Pakistani point of view, as adjacent it is evident decent variety in the life approach and mutual trait of working division in Pakistan and China. In addition, the two nations are neighbors and offer exchanges, and mutual attributes influence the conduct of gender to great coverage in the developing nation. Curiously, Faizan and Haque (2016) alternately contended that Pakistan has similarity with China from various perspectives however not in social viewpoints. Similarly, culture with progressive impacts will overwhelmingly decline the role stressors, so it lessens the unbending nature toward work and increases work fulfillment, execution toward occupation and responsibility Pool (2000) and Allen (2003). Schneider (1983) explains that an organizational culture means "value frameworks and presumptions which manage the way the organization maintains its business". Desatnic *et al.* (1986) defines organizational culture means "the identity of the organization". Gutkinecht and Milller (1990) define culture represent to the company's spirit, reason and establishment. Muthupha and Kerego (1997) define that company as well as individuals positively impact each other to get higher results in terms of productivity. He disagrees to representatives of companies are a superior character model due to them companies will be further unbeaten. Schneider *et al.* (1975) describes that job satisfaction "as a personal evaluation of conditions display in the activity or results that

arise because of having job”. additional, he explains about job satisfaction that company should evaluate individual's job, and what views is affected by people's distinctive conditions like values, expectations and needs. Lock (1976) describes job satisfaction means “a Pleasurable or positive enthusiastic state coming from the appraisal of one's job or job experience”.

According to (Hofstede, 2001) “Organizational culture is combinations values, Beliefs relationships and work styles that differentiate one organization from another”. Organizational culture has been investigated that organizational culture is interconnected to organizational commitment, productivity, and turnover intention and job satisfaction.

According to Pettigrew (1979), every organizational culture is based on psychological affects which always help researchers that how employees are thinking about their organization, and how organizational culture impacts on their decisions. They believe that if organizational culture is different, it will depend on different values, ritual, past stories and values.

According to Robbins & Sanghi (2007), Organizational culture is a systematic collection of values which organizations can guess that every employee accepts our organization culture even though every employee had different backgrounds within the organization.

Tichy (1982), defines that organizational culture is a “normative glue” that means organizational culture connects/Joints all organizational process together. Organizational culture always influences on internal policies of organization, It also impact on employee's commitment which employee's did promise to achieve values and goals of the organization, other side organizational culture increases the employees willing to satisfy customers with all efforts that he must back for repurchase towards company.

Organizational Culture impacts differently to different people because of people way in which they intentionally and unintentionally think and, make decisions it is all have due to of what they identify and what they suffer and act leading it after feeling (Lok & Crawford, 2004; Hansen & Wernerfelt 1989; Schein, 1990) <sup>[6]</sup>.

According to the Jaegar & Kanungo (1990) Trusty environment and Management Behavior is possible to control and it can affected by changing in economic system, High independence these things compel negative effect on the employees performance. If organizational creates problems like complexities in changes, barriers in culture diversify then organization culture is liability for specific organization (Robbins, 2009).

Despite the fact that the interpretive worldview incorporates a few schools of thought, a typical trademark is the worry to comprehend the subjective experience of people. Interpretive speculations are built from the point of view of the individual on-screen character, rather than the spectator of activity (Burrell & Morgan, 1979).

Communication does not mean to listen but it mean to understand and communicate it has no any single accepted definition. In most cases we use different kind of symbols to communicate the meaning and provide information (Markham, Scott, & Mckee, 2002) <sup>[14]</sup>.

Technological instruments are not needed for the communication in individuals but the different forced can be

involved in communication between people (Matteson, 2000) [17]. Communication is also helpful to understand and improve the performance of an employee because when he easily understands that what has been communicated with the person and what exactly he/she has to do then employee will respond easily on that (Dijkstra, 2005) [8]. Communication also help to provide directions to the employees and it will be more effective if it is direct like when there is face to face communication (Neil, 2008) [18]. Inside the organization there are certain things to guide and facilitate the function and operations of an organization and it identify the purpose and also help us to improve the productivity these are known as rules and policies. These ethics and internal code are just like owners of company and these are treated as invisible owners of the organization and also they control the employee and their conduct. In comparison to the rules and policies they may create too many difficulties to the manpower and it may affect the output of the individuals (Henri, 2005). There are certain restrictions created by the pointed individuals and pictures and behaviors of individual in some circumstances are called as social standards. For community there are certain standards which are designed for them and are necessary for them. There are some behavioral norms also which are said as informal practice in which organizational stories and these explain that in surrounding how things are done and these are also positivity associated with the individual’s performance and these all stories are as guideline for the individual (Martin, 2004) [16].

Organizations have also some customs or rituals and these like humor and are considered as joke about fellow individual and work, and sometimes jargons(special language) of physical arrangement and organizational initiatives which includes architecture, way of living, dress code are the crucial of the culture of an organization. These are important and most efficient than previously defined organizational rules and policies and play very much important role in development of employee character (Martin, 2002) [15]. Directors of an organization they mostly used these practices to make them to grow and understand different ideas to the individuals (Barney, 1991) [3]. When organization achieve their targets they celebrate them and these are called as a ceremonies and events which are held to enjoy and let the employees be tension less, and in these ceremonies organization provide for achievement.

Study done by Akerlof and Kranton explained that the output of individuals and their achievement are celebrated more than the individuals who do not have good performance is not celebrated well enough. An experience shows that through

introducing these public recognition programs will reduce the absenteeism of employees up to 52% (Markham, Scott, & Mckee, 2002) [14].

These programs will provide achievement recognition and good suggestions to all and greater level of individual commitment can be achieved by good working environment.

**Research Scope**

The range of a study is private school teachers of Khairpur city. For this study; the role of culture on teachers work satisfaction is discussed especially the teachers of private schools. To analyze the impact of study regression parameters would be used and through the technique results provide transparency of the study. Teachers are the nation builders and their job satisfaction is the central point for the progress and development, so the study will also examine the performance of teachers in private schools in Khairpur city.

**Problem Statement**

Education is an initial step for progressive and developed society. And for the continuous development it is very important to highlight the needs of its developers by keeping in views their job satisfaction. The study will give emphasis upon the impact of culture and job satisfaction.

**Objectives of the Study**

1. To understand the impact of organizational culture on Teachers’ performance.
2. To determine the impact of organizational culture on job satisfaction.

**Research Questions**

1. What aspects determine the organizational culture?
2. What are the determinants of job satisfaction?
3. How is organizational culture connected to job satisfaction?

**Hypothesis**

1. Organizational Culture has positive and significant impact on teacher’s performance.
2. Organization Culture has positive and significant influence on Job Performance.

**Research Methodology**

Entire research is based upon under mentioned steps. Quantitative technique will ensure the image of research based upon linear regression technique.

**Table 1:** Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Position	252	1	4	2.63	.934
Gender	252	1	2	1.26	.438
Level of your School	252	1	2	1.26	.438
Affiliated with	252	1	3	1.07	.308
Nature of Job	252	1	3	1.51	.733
My organization recognizes people for taking initiative.	252	1	5	1.85	1.024
Qualification	252	1	5	2.92	.748
School Syllabus	252	1	10	4.20	1.544
Valid N (list wise)	252				

Entire questionnaire is comprised of 30 questions whereas; three factors are designed by applying SPSS techniques. Reliability shows the consistency of data given by respondents So Cronbach’s alpha is used to measure the reliability of data. its result exists between 0 to 1 It has criteria if result is .6 it is considered weak reliability, if result is .7 it is average or good, if it is .8 or more than .8 it is excellent one, so all factors have appropriate reliability that can be proceeded in research.

**Table 2: Reliability Statistics**

Cronbach's Alpha	N of Items
.918	16

This table shows .918 as a reliability whereas, factor is designed from 16 questions

**Table 3: Reliability Statistics**

Cronbach's Alpha	N of Items
.779	5

This table shows .778 as a reliability whereas, factor is designed from 5 questions

**Table 4: Reliability Statistics**

Cronbach's Alpha	N of Items
.837	9

This table shows .837 as a reliability whereas, factor is designed from 9 questions

**Table 5: Reliability Statistics**

Cronbach's Alpha	N of Items
.956	30

This is table of entire questionnaire included all variable comprised of 30 questions and their reliability is .956.

**Table 6: Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables removed	Method
1	Organizational culture related to leader, Organizational culture related to employees	.	900

a. Dependent Variable: Job Satisfaction

b. All requested variables entered.

**Table 7: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.989 <sup>a</sup>	.978	.978	.14845012

a. Predictors: (Constant), Organizational culture related to leader, Organizational culture related to employees.

This is a model summary table it shows fitness of model. It shows at what level model goes to support entitled topic, so it is obtained that this model contributes 97.8 percent whereas remaining output might be forecasted by some other variations that is not given here.

**Table 8: ANOVA<sup>a</sup>**

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	245.513	2	122.756	5570.354	.000 <sup>b</sup>
	Residual	5.487	249	.022		
	Total	251.000	251			

a. Dependent Variable: JOB Satisfaction

b. Predictors: (Constant), Organizational culture related to leader, Organizational culture related to employees.

Analysis of variance (ANOVA) is an analysis tool used in statistics that divides aggregate variation in a data set into two parts, a systematic factor and a random factor. A systematic factor has a statistical effect on a given data set, but random factors do not affect it. Analysts use analysis of distributed tests to determine the results that independent variables give to

dependent variables in regression analysis. In this connection it is very clear that job satisfaction is significantly predicted by predictors namely organizational culture related to leader, Organizational culture related to employees. its result is .000 as shown in sig. column.

**Table 9: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.257E-16	.009		.000	1.000
	Organizational culture related to leader	1.118	.021	1.118	53.643	.000
	Organizational culture related to employees	-.147	.021	-.147	-7.054	.000

a. Dependent Variable: Job Satisfaction

This is coefficient table and treated another step of regression analysis, it helps researchers either hypotheses are accepted or rejected but all hypotheses are not tested through this technique. if result lies in .000 to .05 then it will be treated

significant relation if it is more then.05 then it will be insignificant relation in this way both variables have significant relation.

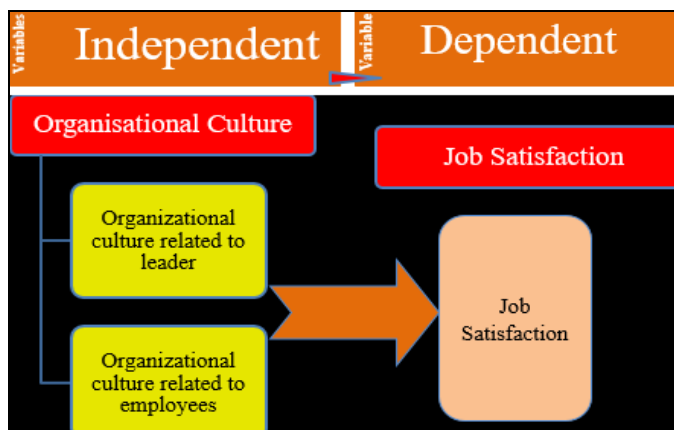
**Table 10:** Correlations

		<b>Organizational culture related to leader</b>	<b>Organizational culture related to employees</b>	<b>Job Satisfaction</b>
Organizational culture related to leader	Pearson Correlation	1	.893**	.987**
	Sig. (2-tailed)		.000	.000
	N	252	252	252
Organizational culture related to employees	Pearson Correlation	.893**	1	.852**
	Sig. (2-tailed)	.000		.000
	N	252	252	252
Job Satisfaction	Pearson Correlation	.987**	.852**	1
	Sig. (2-tailed)	.000	.000	
	N	252	252	252

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

**Table 11**

S. No.	Hypotheses	Accepted	Rejected
1	Organizational Culture related to leader has positive and significant impact on teacher’s performance.	✓	
2	Organizational Culture related to employees has positive and significant impact on teacher’s performance.		✓



**Fig 1**

**Conclusion**

Job satisfaction is recognized as the individual’s assessment within societal environ for achievement of the desired goal and positive enthusiastic condition from the judgment of one’s job or job experience. However, job satisfaction generally associated with the achievement of Organizations organizational targets; commitments and retention level of man. Besides to this, the individual makes one’s assessment for fulfillment of needs in working environment. Thus, the individuals gain positive and pleasant response from an organizational system while doing job. Individuals’ satisfaction is necessary for productivity and possible results through encouragement for their performance within the organization. Behavioral factor of the individuals attached with symbols, language, values and norms; assumptions and habits that is an obligatory to the organizational system representing the culture of such the institution. Organizational culture witnesses the components such as attitudes, belief, and

behavior and so on. However, satisfaction goes ups and downs on account of culture prevailing inside the organization thus, culture indicates value frameworks and presumptions in order to maintain the business of the organization and imparting the identification such the organization. Further, culture exposing to the company’s spirit, reason and establishment and higher level of production. The company evaluates the individuals’ conditions and makes explicit the position like expectation, value and needs of such individuals. Thus, the outcomes result regarding individuals’ job satisfaction in society. The culture of each organization explaining psychological impacts that assists the individuals to take the decisions in human society and culture of the organization depending on a systematic combination of values that make association among the individuals within the organizations. Organizational culture connects all organizational strategy and impact on the individuals ‘commitment. Such commitment develops an attitude to take a right decision on the basis of the identification through trusty environ despite of the complexities and negative impacts; barrier in the culture. Hence, human communication as employed the various symbols providing the information numbered as the source of job satisfaction. Parting with this, organizations are based on such the culture embodied with rituals and customs producing humor and criticism in the form of jokes regarding the individual and the task as employing jargon language like way of living, dress code, crucial culture of an organization and so forth. Such facts are supportive components for job satisfaction within the society. Thus, the achievement factor made satisfied the individuals through real performance. Hence, the experience showed that individuals were satisfied owing to the different reason in case of job satisfaction in the organizational system.

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