

Effects of organizational culture on faculty members' Job satisfaction

Nargess Soltanizadeh, Naser Sanaei*

Faculty of management, Islamic Azad University Central Tehran Branch, Tehran, Iran

*Corresponding Author: email address: nsanaei@yahoo.com (N. Sanaei)

ABSTRACT

Organizational culture of an organization is one of the fundamental staffs' job satisfaction factors. This study aimed to determine the effects of organizational culture on faculty members' job satisfaction using Hofstede's model. In a descriptive applied study 61 faculty members of Shahid Beheshti university of Medical Sciences were randomly selected and studies in 2015. Hofstede's model were used to job satisfaction and measuring dimensions of organizational culture (distribution of high power, ambiguity aversion, masculinity/femininity and individualism/collectivism) by modified Hofstede's model in five spectrums of Likert scale. The study population consists of 61 faculty members, %66.7 percent was women and %74.4 was married. Mean and standard deviation of age was 42.3 ± 9.7 years old. Most of people were opposed to the distribution of high power and masculinity and demanding ambiguity aversion and collectivism. The rate of individualism variable effect was little more than power distribution. There was significant difference in ambiguity aversion among faculty members ($p < 0.001$). The rate of job satisfaction was high among faculty members ($p < 0.001$). Faculty members' job satisfaction was high. Hence it could be concluded that keeping distribution high power and patriarchy in organizational culture and ambiguity aversion are crucial factors for faculty members' job satisfaction.

Keywords: Organizational culture; job satisfaction; faculty member; Hofstede's model.

INTRODUCTION

Managers are followed moving to innovated and qualitative superior competitive by strong, corporate and excellent organizational culture. Robbins ' defined culture as a system of opinion and common concepts among organizational members that determined their behavior to each other and for people outside the organization [1]. Denison definition of organizational culture was the same basic values of believers and ethics that play fundamental role to organizational management [2, 3]. Quinn divided organizational culture to four categories: rational, Ideological, corporate and hierarchy culture [4]. Hofstede's model was based on national four dimensions to stratified communities:

Distribution of high power refers to extent to which the less powerful members in organizations accept the inequity of power. In societies with high levels of power distance, people accept the mastery more simple than the people who live in societies with a low level of power distance,

which considers the people and categories as a value. Masculinity/femininity refers to the person's belief about the difference of sexual roles in society. In masculine societies, peoples believe that the roles of men and women should be distinct. In these types of societies, men are expected to be hardy and aggressive and emphasize the financial success. Women are also expected to be modest and sensitive and emphasize the quality of life. However, in feminine societies people believes the unity of sexual roles. It means that both the men and women are expected to accent the interpersonal relationships, quality of life, help to others, and less emphasize to own needs.

Ambiguity aversion refers to this fact that how people face with unknown aspects of the future and find the ambiguous situations dangerous. These types of cultures are concern about the future and prevent the risks by preventing procedures such as religion, rules, social patterns, and written and unwritten roles. In contrast, those

cultures that are confident of the future less prevent the ambiguity. Individualism/collectivism refers to the relationship between a person and a set of persons in a society. In individualist societies, people have loose relationships with others, and people are expected to pay attention to their personal favorites. However, in collectivism societies, people have near relationships with the society members, accept the group's values and beliefs, and follow the collective favorites [5-7].

Organizational culture could have a positive impact on organizational effectiveness criteria such as performance, commitment, confidence and ethical behaviors of employees. The job satisfaction is also an important indicator of organizational behavior. Organizational culture could play growing role on it 6. Since it was based on the result of relevant researches and experts' opinion, organizational culture is more general category than job satisfaction.

The assumption of organizational culture was the one of underlying factors of job satisfaction, as plausible as the organizational culture. The question is how organizational culture could predict the faculty members' job satisfaction. A study was carried out to answer this question. Job satisfaction of faculty members of Shahid Beheshti University of medical sciences influenced organizational culture was evaluated using "Hofstede's model.

MATERIALS AND METHODS

In a descriptive applied study 61 faculty members of Shahid Beheshti university of Medical Sciences were randomly selected and studies in 2015. Hofstede's model were used to job satisfaction and measuring dimensions of

organizational culture (distribution of high power, ambiguity aversion, masculinity/femininity and individualism/collectivism) by modified Hofstede's model in five spectrums of Likert scale. This questionnaire was valid and reliable in 2014 with internal reliability $\alpha = 0.86$. Trained interviewers collected data after taking verbal consent. Data was analyzed using SPSS version 17. Multiple regressions, Kolmogorow Smirnow Z and correlation were used to data analysis. $P < 0.05$ was considered as significance. Ethical approach was considered to remain confidential.

RESULTS

The study population consists of 61 faculty members, %66.7 percent was women and %74.4 was married. Mean and standard deviation of age was 42.3 ± 9.7 years old. Most of people were opposed to the distribution of high power and masculinity and demanding ambiguity aversion and collectivism.

The rate of individualism variable effect was little more than power distribution. There was significant difference in ambiguity aversion among faculty members ($p < 0.001$). The rate of job satisfaction was high among faculty members ($p < 0.001$).

Table 1 shows organizational culture criteria results. Distribution of high power and masculinity is involved in the interpretation of reverse. The population was disagreeing with distribution of high power and masculinity. In contrast they were agreeing with demanding ambiguity aversion and collectivism. Job satisfaction criteria was higher among faculty members ($p < 0.001$).

Table 1. Organizational culture criteria among studied population

Job satisfaction	t	df	sig	Mean difference	CI	
					Low	High
Distribution of high power	-2.247	60	0.001	-0.83173	-0.9659	-0.6976
ambiguity aversion	25.875	60	0.001	1.34455	1.2419	1.4472
masculinity/femininity	-3.477	60	0.001	-0.28462	-0.4663	-0.1229
individualism/collectivism	16.738	60	0.001	0.90812	0.8012	1.0150

Table 2. Mean of faculty members job satisfaction criteria

Variable	t	df	sig	Mean difference	SE	CI	
						Low	High
Job satisfaction	3.577	60	0.001	0.27102	0.07577	0.12134	0.42069

DISCUSSION

Findings shows that studied population contrary to distribution of high power and masculinity in organizational culture. Versus they were demanding ambiguity aversion and collectivism. There was no significant relationship between distributions of high power, ambiguity aversion, masculinity/femininity and individualism/collectivism and job satisfaction. The rate of individualism/collectivism effect was a little more than distributions of high power. Faculty members' job satisfaction was high. Formosa study showed that there was main relationship between culture, job satisfaction and workflow in contrast to the current study findings [8]. In Brown study aimed to detect relationship between job satisfaction and organizational culture in nongovernmental organization showed that mentioned relationship was significant in line with the study finding [9]. Educational organization and universities were different from other non educational organization. One of the main features of this organization was conflict in power. There were aggregated form of specialists and talented faculty members, and sometimes caused controversy between faculty members and their chancellor. This event is very rare among other organization. Relationship between ambiguity aversion and job satisfaction was not significant. One of the main features of the universities was academics and scientifically freedom. They are involved in research and freedom in their expression. Therefore there was no effect of ambiguity aversion on job satisfaction. There were no significant relationships between masculinity/femininity, individualism/collectivism and job satisfaction.

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This finding is in the contrast of Bambaiei study, perhaps this difference caused by nature of work and type of responsibility who were play [10]. About the lack of individualism/collectivism effect on job satisfaction it seems that importance of the teamwork concept and individuality in scientifically product (mental spark) caused an equal level of individualism/collectivism among faculty members. As mentioned in above a sentence there was no significant relationship between job satisfaction and individualism/collectivism. It is suggested that the chancellor of universities by partnership approach promoting academics independency could saved potentially of risk to innovate and creation. Notice to women roles in community, occupational and management fields. In contrast to the current findings Olasupo showed there were no relationship between job satisfaction and type of management and organizational culture [11]. Job satisfaction was high among faculty members. This was the reason of essence of faculty members' activities. Their diversity of responsibility, society honor, income, more leave caused more job satisfaction. A current finding was in line with Zamini findings it was shown that, job satisfaction among faculty members was high [12]. Hence it could be concluded that keeping distribution high power and patriarchy in organizational culture and ambiguity aversion are crucial factors for faculty members' job satisfaction.

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