

Studying relationship between organizational culture and staffs' job satisfaction (case study: Islamic Azad University Astara branch)

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Abstract: One of the main bases of stability and constancy of any organization is staffs' job satisfaction. Current research seeks to answer this basic question: is there any relationship between organizational culture and staffs' job satisfaction? This research is descriptive, survey and correlation. Statistic population of current research includes all staffs in Islamic Azad University in Astara that includes faculty members and staffs who are totally, 192 subjects. Sample size was determined to be 127 subjects by using Krejcie and Morgan table and sampling method in this research is simple random. Research data are gathered through library and field method and the tool used here was standard questionnaires. To evaluate organizational culture, Quinn and Gareth's questionnaire and to evaluate job satisfaction, Smith Kendall and Hulin's questionnaire (JDI) have been used. Reliability of the questionnaires were proved by using Cronbach Alpha that for organizational culture and staffs' job satisfaction was 80% and 93% respectively. Validity of the tool was proved by content method. And also, Pearson correlation test by using SPSS software was used for analyzing the data. Findings show that there is a significant relationship between all components of organizational culture (hierarchical culture, rational culture, collaborative culture, ideological culture) and university staffs' job satisfaction.

Key words: *Organizational culture; Rational culture; Ideological culture; Hierarchical culture; Collaborative culture; Job satisfaction*

1. Introduction

Organizations are the main bases of current societies and have determining role in meeting people's needs in different societies. And the most important resource is human resource, so, nowadays the organizations pay more attention into staffs' needs and providing their mental and physical health and finally satisfying them.

Organizational culture is composed of beliefs, values and assumptions that exist in an organization and all staffs in that organization less or more will encounter them and accompany and agree it (Robbins, 1374). Organizational culture is considered as one of main and basic elements in body of an organization and is like a social reality that is firm based on unique interactions between members of the organization and is not a simple variable, but it is development and expansion of dynamic processes among organization members.

The managers should emphasize people and organization members' job satisfaction at least for three reasons:

1- There are many evidences that unsatisfied people leave the organization and most of them resign but satisfied people will be less absent in their jobs and do their job accurate and systematically.

2- It is proved that satisfied staffs have better health and live longer. Unsatisfied people are susceptible to some disease, headache to cardiovascular disease.

3- Job satisfaction is a phenomenon that goes beyond organization and firm border and its effects can be observed in one's private life and out of organization. And a satisfied staff transfers exhilaration from organization to home and society.

2. Statement of purpose

Organizational culture is a set of values, beliefs and understanding and inferring and thinking methods that organization members have much in common. These beliefs and values and norms cause into unity in their efforts, their internal obligation to the organization and finally success of organizations. Just by studying, changing and creating a suitable and flexible organizational culture we can change balance model among staffs in an organization and benefit it as a competitive advantage. As the researches in great companies show, existence of a weak and inflexible culture in an organization can lead organization staffs get the habit of current organizational procedures and have no tendency for innovation and creation of new ideas and on the other hand, they may have fear of sharing their knowledge and skills to others and changing it to knowledge and skills to be effective in solving problems in organizations; whereas a dynamic and flexible culture that members of organization believe in

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recognition of it, react to quick changes very well and push the organization toward progress and development.

According to determining importance and role of organizational culture on behavior and performance and different factors and most important of all its influence in staffs' job outcomes and increase in staffs' job satisfaction, necessity of conducting this research will be more obvious.

By conducting this research, kind of dominant organizational culture in university can be specified, and then new solutions can be provided for its progress. And awareness about staffs' job satisfaction and recognizing them can help and assist university managers in doing required planning and giving new solutions. And also, the managers and chancellors should be suggested to do what according to findings in organizational culture and staffs' job satisfaction and experts should be more sensitive to it. According to importance of issue, the main research question can be proposed like this: is there any significant relationship between organizational culture and university staffs' job satisfaction in Islamic Azad University?

3. Main purpose

Specifying the relationship between organizational culture and staffs' job satisfaction in Islamic Azad University, Astara branch. Secondary objectives:

1. Studying the relationship between rational culture and staffs' job satisfaction
2. Studying the relationship between ideological culture and staffs' job satisfaction
3. Studying the relationship between collaborative culture and staffs' job satisfaction
4. Studying the relationship between hierarchical culture and staffs' job satisfaction

4. Main hypothesis

There is a significant relationship between organizational culture and staffs' job satisfaction in Islamic Azad university Astara branch. Secondary hypotheses:

- 1-There is a significant relationship between rational culture and staffs' job satisfaction.
- 2-There is a significant relationship between ideological culture and staffs' job satisfaction.
- 3- There is a significant relationship between collaborative culture and staffs' job satisfaction.
- 4-There is a significant relationship between hierarchical culture and staffs' job satisfaction.

5. Conceptual definition of variables

Organizational culture: organizational culture is a general model of behaviors, beliefs, common consideration and also values that most of organization members share (Saatchi, 1379).

Hierarchical culture: in this culture accomplishment of orders and commands is the goal of the organization and criteria for performance is stability and control. Decision making is taken by technical knowledge and based on it; power resource is distributed in hierarchical form and amount of knowledge. Leadership style in these organizations is done conservatively and formal and specified rules are criteria for evaluation of members and finally the most important motivation in organization is security and gaining it (Atash Pour, 1378).

Rational culture: in this culture, organization purpose is completely specified and all efforts are for meeting its goals and staffs' performance criteria is their working efficiency and authority power is for the boss and what is proposed is rational decision making and paying attention to competence and goal-based affairs (Atash Pour, 1378).

Ideological culture: in this culture, purpose of these organizations is realization of broad goals. Authority point is mostly a client leader or a superior and spiritual one and the way of decision making is mostly judgment and power resource is dominant value on organization. In most cases charismatic leadership style is expressed in individual form.

Collaborative culture: purpose of this organization in most cases is surviving the group. Members' performance criteria is based on group solidarity and the main power here is group members' membership in group. Decision making is collaborative and commitment to group and intimacy and solidarity are organizational motivations (Atash Pour, 1378).

Job satisfaction: job satisfaction is staffs' favorable and positive feelings toward their own job, in organization, influenced by needs, motivations and interests on one hand and job condition on the other hand (Houman, 1381).

Research method: Research method used in this study is applied according to its purpose, and the method of data gathering is descriptive and correlation.

Statistic population and statistic sample: In current research, statistic population under study includes all staffs (faculty members and staffs) in Islamic Azad University Astara branch than are 192 people. And by using Morgan table 127 subjects were selected to be statistic sample.

6. Data gathering tool

In this research, data gathering tool is field method and the tool used for evaluation and assessment of variables is the questionnaire. In this research three kind of questionnaire have been used that are designed systematically (closed). Questionnaire number 1 is related to recognition of kind of organizational culture (independent variable) and the questionnaire is designed according to model provided by Quinn and Gareth; the questionnaire designed by Hofstede (Hofstede, 1984) is designed in the form of 22 closed questions,

and also, the (JDI) questionnaire was used for evaluation of job satisfaction and also demographic information questionnaire also was used.

7. Validity and reliability of the research

Since the questions in this research are standard, so, the validity of the questions is proved. And experts' opinion also has been asked. Its reliability has been calculated by Cronbach Alpha that was 0.80 for organizational culture questionnaire and was 0.93 for job satisfaction.

8. Method of analyzing the data:

To test the hypotheses Pearson correlation coefficient was used that the results are in this way:

Testing main hypothesis: there is a significant relationship between organizational culture and staffs' job satisfaction in Islamic Azad University Astara branch.

H₀. There is no significant relationship between organizational culture and staffs' job satisfaction.

H₁. There is a significant relationship between organizational culture and staffs' job satisfaction. Table 1 for correlation coefficient of organizational culture and staffs' job satisfaction

Table 1: Pearson correlation coefficient

Staffs' job satisfaction	Organizational culture	Pearson correlation Significance level Total	Organizational culture
0.188**	1		
0.008			
127	127		
1	0.188**	Pearson correlation Significance level total	Staffs' job satisfaction
	0.008		
127	127		

According to table above, amount of correlation of main hypothesis is 0.188* and since significance level in this test is sig=0.008 and since a=0.01 and (sig<a), so, H₀ hypothesis is rejected and H₁ hypothesis is proved, by 99% confidence there is a significant relationship between organizational culture and staffs' job satisfaction.

Testing first secondary hypothesis: there is a significant relationship between rational culture and staffs' job satisfaction. Table 2 of correlation coefficient for rational culture and staffs' job satisfaction.

Table 2: Pearson correlation coefficient

Staffs' job satisfaction	Rational culture	Pearson correlation Significance level Total	rational culture
0.291**	1		
0.000			
127	127		
1	0.291**	Pearson correlation Significance level total	Staffs' job satisfaction
	0.000		
127	127		

According to the table, amount of correlation for the first hypothesis is 0.291** and since significance level in this test is sig=0.000, and since a=0.01 and (sig<a), so, H₀ hypothesis is rejected and H₁ hypothesis is proved and by 99% confidence it can be said that there is a significant relationship between rational culture and staffs' job satisfaction.

Testing second secondary hypothesis: there is a significant relationship between ideological culture and staffs' job satisfaction. Table 3 of correlation coefficient for ideological culture and staffs' job satisfaction.

Table 3: Pearson correlation coefficient

Staffs' job satisfaction	ideological culture	Pearson correlation Significance level Total	ideological culture
0.663**	1		
0.001			
127	127		
1	0.663**	Pearson correlation Significance level total	Staffs' job satisfaction
	0.001		
127	127		

According to table above, amount of correlation for second hypothesis is 0.663** and since significance level in this test is sig=0.001 and since a=0.01 and (sig<a), so, H₀ hypothesis is rejected and

H₁ hypothesis is proved and by 99% confidence it can be said that there is a significant relationship between ideological culture and staffs' job satisfaction. Table 4 of correlation coefficient for collaborative culture and staffs' job satisfaction

Table 4: Pearson correlation coefficient

Staffs' job satisfaction	collaborative culture		
0.538**	1	Pearson correlation Significance level Total	collaborative culture
0.000			
127	127	Pearson correlation Significance level total	Staffs' job satisfaction
1	0.538**		
	0.000		
127	127		

According to table above, correlation for the third hypothesis is 0.538** and since significance level in this test is sig=0.000 and since a=0.01 and (sig<a), so, H₀ hypothesis is rejected and H₁ hypothesis is proved and by 99% confidence it can be said that there is a significant relationship between collaborative culture and staffs' job satisfaction.

Testing fourth secondary hypothesis: there is a significant relationship between hierarchical culture and staffs' job satisfaction. Table 5 of correlation coefficient between hierarchical culture and staffs' job satisfaction

Table 5: Pearson correlation coefficient

Staffs' job satisfaction	hierarchial culture		
0.199**	1	Pearson correlation Significance level Total	hierarchial culture
0.005			
127	127	Pearson correlation Significance level total	Staffs' job satisfaction
1	0.199**		
	0.005		
127	127		

According to table above, correlation for the fourth hypothesis is 0.199** and since significance level in this test is sig=0.005 and since a=0.01 and (sig<a), so, H₀ hypothesis is rejected and H₁ hypothesis is proved and by 99% confidence it can be said that there is a significant relationship between hierarchial culture and staffs' job satisfaction.

ideological culture and staffs' job satisfaction. So, the second hypothesis is proved by 99% confidence and since this relationship is positive and direct, so, it shows that by increase in staffs' ideological culture, their satisfaction will be increased, too.

9. Conclusion

Main hypothesis: it studies the relationship between organizational culture and staffs' job satisfaction in Islamic Azad university Astara branch. The results from Pearson correlation test show that there is a significant relationship between organizational culture and staffs' job satisfaction in Islamic Azad University Astara branch. So, the first hypothesis is proved by 99% confidence and since this relationship is positive and direct, it shows that by increase in staffs' organizational culture, their satisfaction will be increased, too.

Third secondary hypothesis: it studies the relationship between collaborative culture and staffs' job satisfaction. The results from Pearson correlation show that there is a significant relationship between collaborative culture and staffs' job satisfaction. So, the third hypothesis is proved by 99% confidence and since this relationship is positive and direct, so, it shows that by increase in staffs' collaborative culture, their satisfaction will be increased, too.

First secondary hypothesis: it studies the relationship between rational culture and staffs' job satisfaction. The results from Pearson correlation show that there is a significant relationship between rational culture and staffs' job satisfaction. So, the first hypothesis is proved by 99% confidence and since this relationship is positive and direct, so, it shows that by increase in staffs' rational culture, their satisfaction will be increased, too.

Fourth secondary hypothesis: it studies the relationship between hierarchial culture and staffs' job satisfaction. The results from Pearson correlation show that there is a significant relationship between hierarchial culture and staffs' job satisfaction. So, the fourth hypothesis is proved by 99% confidence and since this relationship is positive and direct, so, it shows that by increase in staffs' hierarchial culture, their satisfaction will be increased, too.

Second secondary hypothesis: it studies the relationship between ideological culture and staffs' job satisfaction. The results from Pearson correlation show that there is a significant relationship between

At the end, it can be understood that, findings of this research is in line with findings of most researches proposed before, like Hashemian (1377), Alamdari (1380), Sardari (1382), Bahrolaloum (1388) and Torabi Kia (1377). So, findings of this research can be generalized into total statistic population.

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