

Investigating Relationship between Organizational Culture and Job Satisfaction of Employees, Medical Science University, Qazvin

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ABSTRACT

The current study aims to investigate relationship between organizational culture and job satisfaction of employees in medical science university, Qazvin. This is a practical research with quantitative data and correlational study method to find relations between independent variables and dependent ones. In this research, statistical society include 2864 individual, a sample of 595 individual were selected (317 female and 278 male). Research tools include 4-question questionnaire of organizational culture of Himoets and job satisfaction questionnaire of Robins. Independent-t test, Ky-2, and ANOVA were used. Research findings show that organizational culture and gender have no meaningful effect on job satisfaction. In another word, there is no difference between culture level and gender. And also there is no difference between gender and job satisfaction. Gender alone has no meaningful effect on predicting job satisfaction. Second finding show there is a relationship between organizational culture and job satisfaction. Descriptive analysis of data shows average score of job satisfaction in organizational culture is 3.37 and this difference is meaningful in sample group. Data analysis also confirms this difference. Third finding shows a difference between job satisfactions in different genders. Males are more satisfied in work, improvement, supervising and payment while females are more satisfied in colleague sub group.

Keywords: organizational culture, job satisfaction, university employees

1. INTRODUCTION

Organizations, like people, have different characteristics. Organizations can be described by features such as kindness, innovation, caution, etc. These features are used to predict behavior of employees within organization [1]. Every organization is a variable system in which is difficult to define and describe, but exists. Employees use their own terms but we call it organizational culture. Each society has a culture and some sub-cultures, although organization culture is oriented from culture of the society [1]. Zarei [2], defines organizational culture as a set of basic hypothesis developed by members of organization when encountering difficulties in adapting to environment and achieving internal unity, development and creations that are transferred to new members as accurate form of understanding, thinking and feeling. In another word, organizational culture is a set of values, believes, understandings and thinking methods that are common among members of organization and new members follow them as accurate methods of doing work and thinking [3]. If member of organization are unfamiliar with their own organizational culture, they are unable to understand nature of organization and the aims that organization seeks to achieve. On the other hand, they can't learn how to behave within system. Strength and integration of organizational culture shows hidden orders of behavior to employees and members to inform them of organization objectives and their responsibilities. In this case, there would be alignment with objectives of employees, organization and management and employees consider their benefits dependent to benefits of organization. This is a positive factor in organizational function and efficiency [4].

Wage, organizational level, and physical circumstances of work is different but each of them has its own level of satisfaction. Job satisfaction is the whole view of a person about job so optimistic view to work increases job satisfaction and vice versa [5]. Robins [6], defines job satisfaction as difference between benefits and rewards an employee receive and what he believes he should receive. Job satisfaction has negative relation with absence and replacement of employees and force organization to provide situation to satisfy its employees. Researchers of organizational behavior consider job satisfaction as an independent variable [4].

There are various factors affecting job satisfaction such as work appeal, reward system justice, supporting employee, etc. Locke (1998) (quoted by Khorshidi, [7]), says job satisfaction is an evaluation process, a positive gracious excitement mood caused by evaluation or self-experience of employees.

Bahrol-olum [8] found organizational culture of physical training organization can increase and improve job satisfaction of experts especially in their wage and benefits. They concluded there is a positive and

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meaningful relation between organizational culture and job satisfaction. If organizational culture is appropriate, job satisfaction of employees will be increased [9].

Sardari [10] believes there is a positive and meaningful relation between organizational culture elements and job satisfaction. He suggests managers to be drastic in official and economical discipline, creating and improving job development, preparing communication mechanism, controlling reward system, etc. to enhance organizational culture and job satisfaction of employees. In another research, Zaminy [5] found no meaningful relation between job satisfaction of scientific board members and their scientific level. Results of T-independent test show there is a meaningful relation between job satisfaction of scientific board members and employees and job satisfaction of males and females. In this research dominant organizational culture is rational. In their research, Hernands et al. [11] investigate the effect of cultural perceptions of organizational culture on organizational results and individual characteristics of employees in job satisfaction. This research is done in sanitary care industry of U.S. 88 hospitals of U.S. and all the presses were used. Hierarchal linear modeling method was used in collecting data. Results show that some aspects of organizational culture, specially job security and recognizing functionality, has important effect on job satisfaction [12].

Regarding above-mentioned cases, this research investigates relations between organizational culture and job satisfaction of employees in medical science university of Qazvin.

2. MATERIAL AND METHODS

This is a practical research with quantitative data and correlational study method to find relations between independent variables and dependent ones. This research is a correlational descriptive study to investigate relation between organizational culture and job satisfaction of employees in medical science university of Qazvin, 2012. In this regard, 595 employees (278 male and 317 female) were selected randomly. Research tools include 4-question questionnaire of organizational culture of Himoets (1989), and job satisfaction questionnaire of Robins [6]. They are multiple question ranged from 1-4 and 5 (1= the least, 4 or 5= the most acceptance of each index). The questionnaire includes subgroups of work, cooperation, improvement, and payment [4]. Used by many researchers questionnaire are more validate and reliable. In this research reliability of both questionnaire were tested by Cronbach's Alpha and was 0.8 for organizational culture and 0.8 for job satisfaction questionnaire. Validity of both were tested by 15 experts and approved by them.

After getting permission from related organs, researchers introduced themselves to sample group and described their aim of research. They explained how to complete questionnaire then collected the filled questionnaires. Data were analyzed using SPSS software. To analyze data, descriptive and deductive statistics, Key-2, t-independent test and ANOVA were used.

3. RESULTS

Results of the research show a direct relation between organizational culture of male and female employees of medical science university of Qazvin and their job satisfaction. Research findings show organizational culture and gender alone have no meaningful effect on job satisfaction. In another word, there is no difference between culture level and gender. And also there is no difference between gender and job satisfaction. Gender alone has no meaningful effect on predicting job satisfaction. Second finding show there is a relationship between organizational culture and job satisfaction. Descriptive analysis of data shows average score of job satisfaction in organizational culture is 3.37 and this difference is meaningful in sample group. Data analysis also confirms this difference. Third finding show there is a difference between job satisfactions in different genders. Males are more satisfied in work, improvement, supervising and payment while females are more satisfied in colleagues sub group. The findings accord with the researches of Sardari [10], Hernands et al. [11], Bahrol-olum [8] on relation between organizational culture and job satisfaction.

Table 1 shows the results of Key-2 test and compares average scores of organizational culture of male and female employees of medical science university of Qazvin (n=595). According to results of Tables 1 and 2, degree of freedom (df=3) and in certainty level of 95% and $p > 0.05$ which confirms zero hypothesis of having no difference between organizational culture and gender. It can be said there is no relation between organizational culture and gender.

Table 1. Relative frequency distribution of organizational culture in females and males

Culture	Frequency	Percent	Degree of freedom	Meaningfulness level
Females				
Baseball	89	2.28	3	0.07
Club	92	1.29		
Presidio	14	4.4		
University	121	3.38		
Males				
Baseball	59	5	3	0.07
Club	107	1.38		
Presidio	13	7.4		
University	99	6.35		

Table 2.Relative frequency distribution of organizational culture in employees of medical science university of Qazvin (gender separated)

Culture	Gender	Females		Males		Total
		Number	Percent	Number	Percent	
Baseball		89	2.28	59	5	148
Club		92	1.29	107	1.38	199
Presidio		14	4.4	13	7.4	27
University		121	3.38	99	6.35	220
Meaningfulness level		P= 0.07				

Results of table 4 shows degree of freedom (df=590) and $t=-1.84$ in certainty level of $p>0.05$ approves zero hypothesis of having no difference between job satisfaction and gender. It can be said there is no meaningful difference between job satisfaction and gender.

Results of table 5 shows degree of freedom (df=3) and meaningful level of 0.0099 approves zero hypothesis of having no difference between job satisfaction and organizational culture. It can be said there is meaningful relation between job satisfaction and organizational culture.

Table 4.Results of T-independent test to compare average scores of job satisfaction of male and female employees of medical science university of Qazvin (sample group=595)

Gender	Number	Mean	Standard deviation	Standard error	T	Degree of freedom	Meaningfulness level
Female	315	3.32	0.59	0.66	-1.84	590	0.066
Male	277	3.41	0.59	0.66	-1.84		

Table 5.results of ANOVA test to compare average scores of job satisfaction and organizational culture of medical science university of Qazvin (sample group=595)

culture	Number	Mean	Standard deviation	Standard error	Degree of freedom	Meaningfulness level
Baseball	148	3.28	0.57	0.46	3	0.0099
Club	198	3.46	0.58	0.41		
Presidio	27	3.15	0.75	0.14		
University	219	3.37	0.58	0.39		

4. DISCUSSION

The aim of this research is to investigate relations between organizational culture and job satisfaction of employees in medical science university of Qazvin and answering the hypothesis that there is a relation between organizational culture and job satisfaction and gender. Results of the tests represent that when job satisfaction is entered to the model as a correlated variable, zero hypothesis of dependent variable of job satisfaction and interaction effects of dependent variable cannot be rejected.

The first finding of the research shows organizational culture and job satisfaction has no meaningful effect on gender. T-independent also approves meaninglessness of this relation. In another word, there is no considerable difference between culture level (baseball, club, presidio, and university) and gender. In fact, in sample group there is no relation between type of organizational culture and gender. Gender alone has no meaningful effect on predicting job satisfaction. T-independent test also shows no significant difference between male and female employee when comparing average scores of job satisfaction.

Second finding shows a relationship between organizational culture and job satisfaction. Descriptive analysis of data shows the average score of job satisfaction is about 3.37 (in sample group) and meaningfulness of this difference in data analysis approves the difference (ANOVA test was used).

Third finding of the research shows a difference between male and female job satisfaction and the following table represents it.

Gender	Frequency	Mean	T	Standard deviation	Standard error	Degree of freedom	Meaningfulness level
Female	316	3.44	-2.28	0.76	0.043	592	0.023
Male	276	3.59		0.77	0.046		

Results of the table show $t=2$, with degree of freedom 592 in meaningful level of 5% is less than scores in table. So it can be concluded there is a meaningful difference in two gender and males show better job satisfaction.

Supervisor

Gender	Frequency	Mean	T	Standard deviation	Standard error	Degree of freedom	Meaningfulness level
Female	316	3.42	-2.50	0.83	0.047	592	0.013
Male	278	3.58		0.79	0.047		

Results of the table show that $t=2.50$ with degree of freedom 592 in meaningful level of 5% is less than scores in table. So it can be concluded there is a meaningful difference in two gender and males show better satisfaction of supervisor.

Colleague

Gender	Frequency	Mean	T	Standard deviation	Standard error	Degree of freedom	Meaningfulness level
Female	315	3.65	0.89	0.82	0.046	590	0.037
Male	277	3.58		0.84	0.05		

Results of the table show that $t=0.89$ with degree of freedom 590 in meaningful level of 5% is less than scores in table. So it can be concluded there is a meaningful difference in two gender and females show more satisfaction of colleagues.

Promotion

Gender	Frequency	Mean	T	Standard deviation	Standard error	Degree of freedom	Meaningfulness level
Female	315	2.87	-2.66	0.99	0.056	590	0.008
Male	277	3.09		0.98	0.059		

Results of the table show that $t=2.66$ with degree of freedom 590 in meaningful level of 5% is less than scores in table. So it can be concluded there is a meaningful difference in two gender and males show more satisfaction of promotion.

Payment

Gender	Frequency	Mean	T	Standard deviation	Standard error	Degree of freedom	Meaningfulness level
Female	315	2.85	-0.45	0.82	0.046	592	0.64
Male	277	2.88		0.91	0.054		

Results of the table show that $t=0.45$ with degree of freedom 590 in meaningful level of 0.05 is less than scores in table. So it can be concluded there is a meaningful difference in two gender and males show more satisfaction of payment.

The findings accord with the researches of Sardari [10], Hernands et al. [11], Bahrol-olum [8], Seyf [13], ShafieAbadi [14], YarMohammadyan and DehghanBaghbadarany [15] on relation between organizational culture and job satisfaction.

CONCLUSION

Descriptive analysis of data shows average score of job satisfaction in organizational culture is 3.37 and this difference is meaningful in sample group. Data analysis also confirms this difference. Third finding shows a difference between job satisfactions in different genders. Males are more satisfied in work, improvement, supervising and payment while females are more satisfied in colleague sub group.

As a consequence, Results of the research show a direct relation between organizational culture of male and female employees of medical science university of Qazvin and their job satisfaction.

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