

Do the Employees' Job Satisfaction interferes organizational Culture and Affective Commitment Relationship: Test of Bootstrap Meditation

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ABSTRACT

Primarily current study investigates organizational culture, affective commitment and Job satisfaction relationship and secondarily measures mediating effect of employee job satisfaction on relationship of organizational culture and affective commitment. The data were collected from 232 employees working on managerial positions in textile manufacturing organizations located in Punjab province, Pakistan. The respondents' opinions about the organizational culture, job satisfaction and organizational commitment were measured by using Denison Organizational Culture Survey (DOCS), Job Diagnostic Survey (JDS) and Employee Commitment Survey based of three components model (TCM) respectively, through structured questionnaire tool. The data were analyzed by applying linear regression statistics. While Preacher & Hayes (2008) Bootstrapping method was applied to measure, to what extent the relationship between organizational culture and affective commitment exists due to job satisfaction. The study recognized that organizational culture traits; consistency and involvement were having significant and positive relationship with employees' affective commitment. Meanwhile the job satisfaction was observed having partial mediating effects, on organizational culture and affective commitment relationship. Finally the research findings, limitations and implications are discussed.

KEY WORDS: Organizational Culture, Affective Commitment, Job Satisfaction, Bootstrapping Mediation Test Method, Manufacturing Organizations

INTRODUCTION

The culture of an organization essentially represents its personality. The topic of organizational culture attracts attention from multiple disciplines, such as from sociology to psychology and anthropology to public & business administration. The concept is defined in various aspects, such as shared beliefs, values and norms representing member's overall attitudes and behaviors, a mix of physical attributes and artifacts of an organization and appropriateness of organizational members' behaviors etc., (Schein, 1992; Hofstede et al., 1990; Schwartz and Davis, 1981). The understanding and learning of various aspects of cultural dimensions steer to comprehend various tangible as well as intangible organizational outcomes. A specific culture that an organization develops in due course, characterizes the capabilities of the organization that facilitates it to respond and act in certain situations. The research literature reports strong association of organizational culture with employees' attitudes and behaviors. The key employees' attitudes that have been reported as an organizational culture outcome include employee; engagement, commitment, satisfaction and readiness to change etc., (Belias et al., 2015; Rashid et al., 2004; Sheridan, 1992).

Although it is hard to explain prevailing culture of any organization, however employees, leadership, patrons and customers of an organization can feel it (Fowler, 2009). Whenever any factor contributing in development of organizational culture is compromised, the impact of this distortion can be observed in a variety of organizational outcomes, such as slumps in organizational productivity, decrease in profits, low product quality, dissatisfied customer and tumbled employee morale. The ample research literature has identified culture of an organization as a most important factor in explaining effectiveness of employees at workplace (Ricketta, 2002; Laschinger, 2001). It depicts that culture is an important organizational aspect that has a noteworthy links with attitudes of employees and its related consequences (Odom et al, 1990). Therefore, examining and investigating attitude as an outcome of organizational culture has received momentous considerations among practitioners and researchers related to hr management (HRM), hr development (HRD), organizational development (OD) and organizational behavior (OB). The phenomenon of organizational culture and its associated outcomes have been studied in a variety of settings. It is bit complex and complicated to explain, what could be an optimal organizational culture. to measuring culture of an organization and its related impacts on employees' organizational attitudes demands a holistic perspective. There

are varying situational and contextual factors that may influence culture-employee attitude relationship in an organizational setting. In this context current study investigates that to what extent different dimension of organizational culture tend to influence employees'; affective commitment and job satisfaction and that how employees' job satisfaction tends to intervene organizational culture and affective commitment relationship.

Research Objectives:

The research had following objectives,

- 1- To examine the relationship of organizational culture with employees affective commitment and employee job satisfaction
- 2- To measure the mediating effects of job satisfaction on relationship of organizational culture and employee affective commitment

LITERATURE REVIEW

ORGANIZATIONAL CULTURE

There is plentiful empirical research evidence that establishes meaningful association between culture of organization and employee attitude at work place leading to noticeable behavioral outcomes. The cultural characteristics of an organization including beliefs, corporate values and norms have been reported to be related with commitment and ultimate performance objectives of organizations (Trice and Beyer, 1993). The Brewer (1993) and Kratina (1990) suggested that lower employee commitment can be a result of a rigid organizational culture while positive organizational commitment is an obvious outcome of collaborative work environments. The eminent researchers define culture of an organization by different aspects; organizational culture is set of beliefs, norms and values, being exhibited by the employees' in an organization (Xiaoming & Junchen, 2012), culture of an organization comprises of set of basic assumptions that a cluster of employees at workplace apply to counter internal integration issues, external adaptability concerns (Schein, 2004), whereas according to Daft, (2005) and Claver et al., (2001) culture in an organization consists of values, beliefs and symbols that group of organizational employees share.

The organizational culture provides framework to tackle internal as well as external challenges. It describes how the actions are being taken by the organizational members to counter internal challenges as well as the concerns of external customers and suppliers. While Tharp (2009) characterizes culture of an organization as a phenomenon that exhibits certain characteristics, including shared concepts that are developed among groups which may be comparatively small in size. The notion of organizational culture is constructed socially, within the background & position of employees, specific events and certain workplace environment. Generally, it is concluded that culture of an organization can be a valuable mean that managers in organization can utilize to set the future dimensions of their organizations (Smircich, 1983). The organizational culture related study may have to deal a variety of aspects. Organizational culture can be evaluated in context of multiple dimensions having varying conceptual bases, however overall representing a similar notion. The culture of an organization has been defined in terms of various cultural attributes in an organization, such as achievement, adaptability, bureaucratic and clan, cultures (Daft, 2005), clan, adhocracy, hierarchy and market cultures (Cameron and Freeman, 1991; Quinn and Cameron, 1983), communal, fragmented, networked, mercenary cultures (Goffee and Jones; 1998) and as involvement, consistency, mission and adaptability cultures (Denison 1990; Denison & Mishra 1995).

MEASURING ORGANIZATIONAL CULTURE

The Current study measures organizational culture according to Denison & Mishra (1995) model of organizational culture that describes organizational culture in four traits of organizational cultural, such as consistency, adaptability, involvement and mission. The model has been proved consistent in reporting statistically positive and significant results among the indexes proposed by the model (organizational culture) and employee engagement, satisfaction, employee effectiveness and organizational financial performance. The current research study has included involvement and consistency culture traits due to their capability to measure employee attitude metrics with proven reliability and validity (Denison et al, 2014). The consistency and involvement traits address the issues of internal integration in an organization, while the culture dimensions adaptability and mission exhibit the readiness of an organization to face external challenges posed by market competition, customers and innovation needs.

The hypothesis related to the involvement trait of organizational culture is related to the concept that higher participation and involvement levels contribute to ownership and better sense of employee responsibility, loyalty towards organizational goals and objectives, exhibiting greater employee organizational commitment. The assessment of involvement culture trait gives an important lead to organizational managers in determining the employee's level of involvement in the organizational management process. The Denison & Mishra (1995) model of

organizational culture measures involvement trait through employee team orientation, empowerment and capability development indices. While the cultural trait consistency asserts that how an organization with cohesive and strong internal culture, tends to be more efficient? Therefore, organizations exhibiting higher level of conformity, consistency and consensus can achieve easily, agreement among their member employees at all levels. This gives leverage, especially when there is difference of opinion at pertaining to situation related to the difficult questions in the process of decision making. The model measures cultural trait, consistency by agreement, core values, coordination and integration indices within the organization.

CULTURE OF AN ORGANIZATION AND AFFECTIVE EMPLOYEE COMMITMENT

Affective commitment is a key concept in measuring employee behaviors at work place. It reflects sturdy belief of employees in acceptance of values and goals of an organization and willingness to put his or her substantial efforts in achieving organizational goals. Employees' affective commitment exhibits strong aspiration of employees' in order to maintain connection with objectives of an organization (Steers, 1977; Meyer and Allen, 2004). There exists a consensus that those employees are committed in an organization whose expectations and needs are satisfied. Such employees are valuable assets of any organization.

In contemporary competitive world, organizations cannot survive without performing at their optimum levels. This task they can only be achieved through committed employees. Measuring employee commitment gives an idea about their performance level, satisfaction level, interest in work, intentions to quit and turnover. Therefore it is very important to know about the determinants of employee commitment in any organization. The research literature identify that organizational culture in an organization can potentially affect employees' attitudes and behaviors. Employees' job satisfaction and commitment are outcomes of attitudes they develop (Odom et al., 1993; Denison, Nieminen, & Kotrba, 2014; Mustafa et al, 2015) in response to specific organizational culture. A copiousness number of research studies have related the cultural values of an organization with employees' attitudes by developing the relationship between sub-variables or indices of organizational culture with employee as well as organizational effectiveness (Denison and Nieminen, 2014, Balthazard, 2006, Cooke, R. A., & Szumal, 1993; 2000). However the organizational culture-affective commitment relationship isn't as simple as it sounds. The certain situational and contextual factors play their significant role in defining the mechanism of relationship. In this context there have been observed few studies correlating cultural values with employees' (working in manufacturing organizations) attitudinal outcomes and their measuring mediational mechanisms of intervening variables (Bochner & Hesketh, 1994; Sommer et al., 1996; Balthazard, 2006;; Cooke, R. A., & Szumal, 1993; 2000; Clugston et al., 2000 and Denison & Nieminen, 2014).

CULTURE OF AN ORGANIZATION AND EMPLOYEES' JOB SATISFACTION

The set of assumptions, values, norms and beliefs lead to specific culture of an organization that indicates that how an organization runs its business. The culture of an organization influences significantly employees' attitudinal and behavioral aspects (Sempene, Rieger and Roodt, 2002). Job satisfaction in this context has been studied, although not much exhaustively, in relation with organizational culture to achieve desired organizational effectiveness. The job satisfaction has been one of the major concerns of employees as well as employer due to its obvious impacts on employees' psychological, social and emotional aspects on one hand and association with organizational efficacy and productivity on the other hand. The related features of job satisfaction includes; job designs, supervision, communication, result oriented fringe benefits, pay and growth and organizational policies etc., (Spector, 1997; Belias et al., 2013). Generally speaking job satisfaction refers to employees' contending feelings about the state of their job. Numerous research studies exhibit job satisfaction as a phenomenon that is multidimensional in nature, affected by numerous external and internal aspects, such as principles, values, personal attribute and expectations of individuals from nature of their work. In order to have thorough understanding about job satisfaction due to its significant linkage with substantially noticeable outcomes in organization, the concept has been studied widely. Early research studies, explaining organizational culture and job satisfaction relations, propose that work environments lay the foundation of a specific culture of an organization (Schneider and Synder, 1975; Davies et al., 2006)

Employee satisfaction can be predicted from specific organizational culture. The culture's nature prevailing in an organization potentially derives employee sentiments at work place resulting in noticeable varying satisfaction levels. This notion leads to the definition of employee satisfaction in association with organizational culture. It explains that when cultural values of an organization match employees' expectations, employees feel themselves satisfied and vice versa (Koustelios 1991; Goulimaris et al., 2010). Employees perceive some of the organizational culture characteristics more positive, such as organizational integration and customer orientation in comparison with

other organizational conditions exhibiting conflict resolution, authority locus, change management task structure and management style etc.

PROBLEM STATEMENT

The study investigates the nature of relationship of different dimensions of organizational culture with employee attitudes at work place, such as affective commitment and job satisfaction among the employees on managerial positions in manufacturing organizations belonging to textile industry, in Punjab province. It also measures that to what extent the relationship of organizational culture and employees’ affective commitment is due to employees’ job satisfaction.

RESEARCH DESIGN

Research Paradigm

The current study adopts positivism research paradigm on part of the ontological stance of the research question which assumes that there exists reality apart from the researcher’s own perceptions and cultural biases (Bryman and Bell, 2007; Creswell, 2012). Therefore, research paradigm follows quantitative research method with deductive approach to investigate the problem (Denzin and Lincoln, 2003).

Methods

The research study aimed to identify that extent of association between organizational culture and employee affective commitment while considering mediating role of employee demographics among employees working in Pakistani textile manufacturing organizations. Therefore in the current study appropriate scales containing items to measure employees’ perceptions about organizational culture, job satisfaction and affective commitment, were contained in well structured questionnaire.

The research population was consisted of employees working on managerial positions in textile manufacturing organizations. The data were collected from 232 employees using survey method with simple random sampling method. The close ended questionnaire tool was applied to collect information. The questionnaire was designed based on the adopted scales, such as “Denison Organizational Culture Survey” (DOCS) scale to measure organizational culture (Denison & Mishra, 1995), “Job Diagnostic Survey” (JDS) scale to measure employees’ job satisfaction (Hackman & Oldham, 1975:1980), and employee Commitment Survey based of three Components Model (TCM) scale to measure affective commitment of employees (Meyer et al.,2002, Allen, & Smith, 1993). The questionnaire followed Likert five point scales, ranging from 1 to 5 (explaining response from strongly disagree to strongly agree respectively).

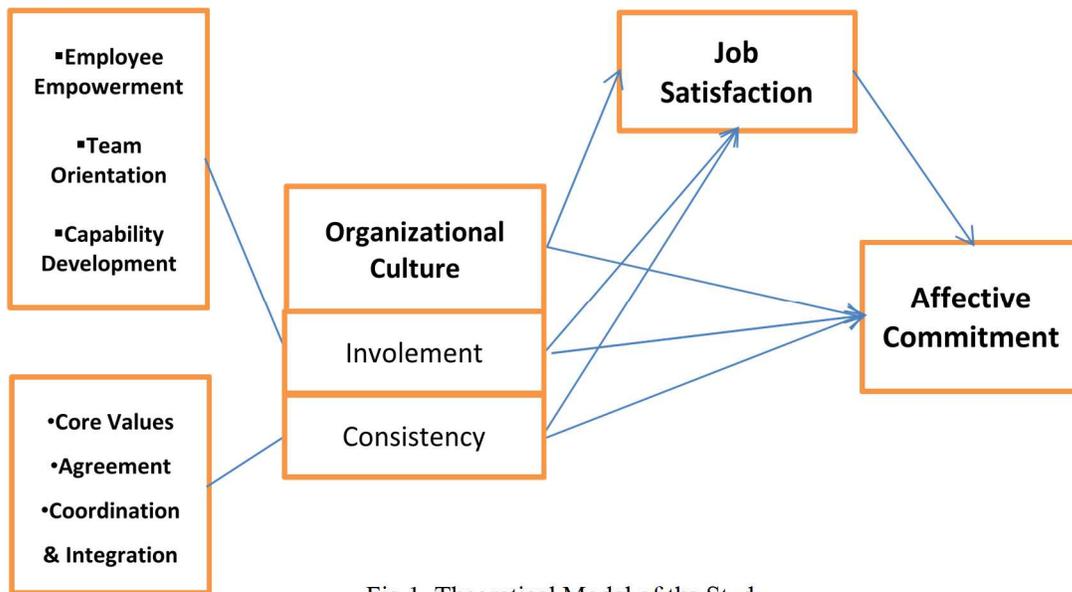


Fig 1. Theoretical Model of the Study

RESEARCH HYPOTHESES

H1: The organizational culture and employee affective commitment are associated positively

- H1a: There exists positive association between involvement & affective commitment*
- H1b: There exists positive association between consistency & affective commitment*
- H2:** The organizational culture and job satisfaction are associated positively
 - H2a: There exists positive association between involvement & job satisfaction*
 - H2b: There exists positive association between consistency & job satisfaction*
- H3:** Job satisfaction mediates organizational culture and affective commitment relationship

ANALYSES

The demographics’ analysis revealed that 91% of the respondents were male, about 56.9% were having education post graduation or above post graduation. More than 31% of the respondents were of above 30 years of age, while about 44% were having job experience between 5 to 10 years.

Table 1. Demographics of Sample

Gender		Age		Education		Job Period	
Male	Female	Age Group	%	Level	%		%
%	%	< 30 years	37.9	Blew Graduation	1.7	≤ 5 years	37.5
91.8	8.2	30-35 years	31.9	Graduation	41.4	6-10 Years	44.8
		36-40%	20.5	Post Graduation & Above	56.9	> 10 Years	17.7
		> 40	9.7				

The descriptive stats as shown in table 2, exhibits mean scores of respondents’ opinion about affective commitment (ACM), job satisfaction (JS), involvement and consistency (mean scores are 18.88, 16.38, 51.80 and 51.18 respectively for ACM, JS, involvement & consistency).

Table 2. The Descriptive Research Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
ACM	232	12	27	18.8879	3.63311
Job Satisfaction	232	7	25	16.3836	3.11042
Involvement	232	33	67	51.806	7.82057
Consistency	232	36	65	51.1853	6.64467

The reliability test statistics confirm that the scales used for research exhibited good reliability. The Cronbach alpha scores (as shown in table 3) for scales used to measure involvement, consistency, affective commitment and job satisfaction were 0.83, 0.75, 0.77 and 0.75 respectively.

Table 3. Scale Reliability

Scale	No of Items	Cronbach Alpha
Involvement	15	0.833
Consistency	14	0.755
Affective Commitment	6	0.773
Job Satisfaction	5	0.756

The Pearson coefficient of correlation analyses identified that dependent variables commitment and job satisfaction were significantly correlated with independent variable organizational culture dimensions ‘involvement’ and ‘consistency’. As explained by table 4, affective commitment was moderately and positively correlated with involvement while strongly and positively correlated with consistency dimension of organizational culture. whereas there existed moderately positive correlation between job satisfaction and organizational culture dimensions: involvement and consistent.

Table 4. Pearson Coefficient of Correlation

	ACM	JS	Involvement	Consistency
ACM	1	.398**	.338**	.516**
JS	.398**	1	.234**	.323**
Involvement	.338**	.234**	1	.634**
Consistency	.516**	.323**	.634**	1

** p < 0.01

The table 5 reports that involvement and consistency dimensions of organizational culture affected ACM significantly (b=0.154, p=0.00 and b=0.28, p=0.00 respectively) that indicated that higher the involvement and

consistency dimensions of organizational culture, higher will be the affective commitment. The findings prove research hypotheses H1a and H1b.

Table 5. Effect of Organizational Culture on Affective Organizational Commitment

	unstandardized	standardized	t value	R	R	significance
Employee Affective Commitment	Coefficients Beta	Coefficients Beta			Square	
Constant	10.74		7.19	0.338	0.114	0.00
Involvement	0.157	0.029	0.251			0.00
Constant	4.44		2.780	0.51	0.26	0.01
Consistency	0.282	0.516	0.141			0.00

Dependent Variable: affective organizational commitment Predictors: involvement, consistency

The job satisfaction of employees was observed significantly ($b=0.093$ and $p=0.00$) but to lesser extent, associated with involvement dimension of organizational culture. While as reported by table 6 JS was significantly ($b=0.15$ and $p=0.00$) associated with consistency trait of organizational culture, indicating that higher the consistency in culture of an organization, higher would be the job satisfaction of employees and hence leading to the acceptance of hypotheses H2a and H2b.

Table 6. Direct Impact of Organizational Culture on Employees' Job Satisfaction

	unstandardized	standardized	t value	R	R	significance
Job Satisfaction	Coefficients Beta	Coefficients Beta			Square	
Constant	11.56		8.65			
Involvement	0.093	0.234	3.64	0.23	0.051	0.00
Constant	8.64		5.73			
Consistency	0.151	0.323	5.17	0.32	0.104	0.00

Dependent Variable: Job Satisfaction Predictors: Involvement and Consistency

The table 7 reports indirect effect of OC (I.V) on ACM (D.V) through JS (M.V) by applying indirect Bootstrap mediation analysis (Hayes, 2008). The mediation model was applied in four steps. At first step of mediation model there was observed significant ($b = 14.01$, $t(4.53)$, $p = <.001$) regression between OC (I.V) and ACM(D.V). The second step of analysis exhibited that mediating variable (JS) was significantly ($b = 1.17$, $t(4.17)$, $p = <.001$) regressed by OC (I.V). Third step of analysis indicated that mediator variable (JS) had significant ($b = 0.34$, $t(5.15)$, $p = <.001$) regression with OC (D.V). While the fourth step exhibited that mediator variable JS (M.V) was stronger predictor ($b = 5.4$, $t(4.53)$, $p = <.001$) of OC (D.V). The Sobel test results ($z = 3.21$, $p = .013$) showed that JS (M.V) partially mediated the organizational culture and affective commitment relationship among the employees working in textile organizations and hence proving hypothesis H3.

Table 7. Bootstrap Analysis to Measure Indirect Effect

DV = ACM IV = OC MEDS = JS			Bootstrap Resamples no: 5000)			
			Coeff	se	T	P
step1	Total Effect of IV on DV (c path)	OC--ACM	2.38	0.30	7.92	0.00
step2	IV to Mediator (a paths)	OC--JS	1.17	0.28	4.18	0.00
step3	Direct Effect of Mediator on DV (b paths)	JS--ACM	0.35	0.07	5.15	0.00
Step4	Direct Effect of IV on DV (c' path)	OC-JS-ACM	1.98	0.30	6.69	0.00

Sobel Test for Indirect Effect			
Effect	se	Z	P
0.4048	0.1261	3.2092	0.0013

CONCLUSIONS AND IMPLICATIONS

The findings support the relationship of organizational culture dimensions involvement and consistency with affective commitment and job satisfaction among employees working in textile manufacturing organizations. The findings are consistent with the studies of Belias et al. (2015), describing that preferred and dominant organizational cultures influence employees' felt perception, attitudes and adopted behaviors at work place. The culture of an organization can be analyzed to predict employee job satisfaction and commitment levels. The managers of textile manufacturing organizations must be concerned about job satisfaction and commitment as they may get into serious consequences in case they ignore indicators leading to weaker organizational culture, such as lower employee

morality, intentions to quit, organizational inefficiency and ineffectiveness at work place (O'dom, 1990;Belias et al, 2015). The studies of Shurbagi and Zahari (2012) also reveal the link of organizational culture with job satisfactions and related outcomes.

LIMITATIONS & FUTURE RESEARCH

The current research study mainly focuses manufacturing organizations belonging to textile industry. The industry chosen was located in Punjab province, Pakistan. Taking these facts into consideration future research studies may take into account manufacturing organizations belonging to the industry other than textile industry. Apart from manufacturing sector, future research can also investigate SMES or services sector for more thorough understanding of cultural profiles specific to industrial size nature. As the study is based on organizations located in the Punjab province, so the future study can be expanded to the country level to compare and contrast different clusters located in all four provinces. At organizational level, current research study includes observations of employees on managerial positions. However the future studies can concentrate on employees on non-managerial positions.

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ANNEXURE – A RESEARCH MEASURES

Organizational Culture

a) Involvement

Most employees are highly involved in their work.

Decisions in Organization are usually made at the level where the best information is available.

Information is widely shared so that everyone can get the information he or she needs when it's needed.

Everyone believes that he or she can have a positive impact.

Business planning is ongoing and involves everyone in the process to some degree.

Cooperation across different parts of the organization is actively encouraged.

People work like they are part of a team.

Teamwork is used to get work done, rather than hierarchy.

Teams are our primary building blocks.

Work is organized so that each person can see the relationship between his or her job and the goals of the organization.

Authority is delegated so that people can act on their own.

The "bench strength" (capability of people) is constantly improving.

There is continuous investment in the skills of employees.

The capabilities of people are viewed as an important source of competitive advantage.

Problems often arise because we do not have the skills necessary to do the job. (R)

b) Consistency

The leaders and managers "practice what they preach."

There is a characteristic management style and a distinct set of management practices.

There is a clear and consistent set of values that governs the way we do business.

Ignoring core values will get you in trouble.

There is an ethical code that guides our behavior and tells us right from wrong.

When disagreements occur, we work hard to achieve "win-win" solutions.

There is a "strong" culture in our organization.

It is easy to reach consensus, even on difficult issues.

We often have trouble reaching agreement on key issues. ®

There is a clear agreement about the right way and the wrong way to do things.

Affective Commitment

I would be very happy to spend the rest of my career with this organization.

I really feel as if this organization's problems are my own.

I do not feel a strong sense of "belonging" to my organization. (R)

I do not feel "emotionally attached" to this organization. (R)

I do not feel like "part of the family" at my organization. (R)

This organization has a great deal of personal meaning for me.

Job Satisfaction

Generally speaking, I am very satisfied with this job.

I frequently think of quitting this job. ®

I am generally satisfied with the kind of work I do in this job.

Most people on this job are very satisfied with the job.

People on this job often think of quitting. ®