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Organizational Culture and Job Satisfaction among School Teachers of Haripur

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Abstract

The current research aimed to study the job satisfaction and culture of organizational in school teachers. Sample consisted of 130 teachers (90 from private school and 40 from public schools) from different schools of Haripur. Denison organizational culture and Job Satisfaction Scale was used to measure job satisfaction and culture of organizational among teachers of public and private schools. The objectives of this study were to study job satisfaction and culture of organizational to establish scale-psychometric properties. The alpha coefficient for estimating the reliability of scale found out to be .87 organizational cultures and .75 for job satisfaction which is acceptable. The correlation values for all study variables are ranging from .48 to .83 for positive correlation and job satisfaction is negatively correlated with organizational culture and its traits ranging from -.22 to -.45. The results indicated that organizational culture is significant predictor of job satisfaction. Results also indicated that the genders difference on organizational culture is non-significant and job satisfaction significant. The difference is significant on education level of employees. The result showed significant difference on age of employees at job satisfaction. The result show significant difference on school size at organizational culture.

Keywords: *Organizations, Culture, Job, Satisfaction, Haripur.*

Introduction

In the latter part of the 20`Th century, the work importance and factors of organization as predictors of outcome of both attitudes in organization and behavior were given very much emphasis, by managers, politicians and scientists. Characteristics of workplace and organization, and perceived work rewards are now given very much importance by both practitioners and academics as analyst in literature. One of the dominant characteristics of the organization has been found to be the organization culture. It is claimed to be so important to the organization that it is considered as decisive factor in fall or survival of organization. The organization culture is considered important and has been adopted as a central theme in theorizing by scholars from different fields in organizational research. It has been linked to other organizational behavior areas such as, marketing, accounting and finance and human resource management.

Job satisfaction is defined as overall positive feelings that individuals hold towards their jobs (Robbins, Judge & Vohra, 2013). Human resources are considered to be most vital asset of organization as it is sum of acquired knowledge, inherent abilities, talents and skills, and aptitudes comprising of supervisors, executives, and employees. Human resources utilized possible maximum extent, leads to organizational and

individual goal achievement. Employees' performance thus decides organizational performance and goals' attainment. Job satisfaction and motivation of employee largely influences employees' performance. Developed programs, policies, and activities of human resource management of organization intend to promote performance of both individual and organization.

Literature Review

Shah, Memon and Laghari (2011) examined the affects of organizational culture on employee's job satisfaction of faculty in public sector university of Pakistan. Person's correlation indicated a negative correlation between organizational culture and employees jobs satisfaction among faculty members. Pakistan is developing countries and its Education standard is considered low than developed countries. Sabri, Ilyas & Amjad, (2011) studied organizational culture and job satisfaction among public and private sector teachers of higher educational institute and universities of Lahore. Results indicated a positive and significant effect of organizational culture on job satisfaction at two levels: organizational culture related to leaders and managers and, organizational culture related to employees. Significant difference existed on biographical variables for organizational culture with high alpha coefficients organizational culture questionnaire (.99) and the job satisfaction questionnaire (.92) (Sampan, Rieger & Roodt, 2002). Lund (2003) examined the effect of culture of organization on job satisfaction in a cross sectional survey research of marketing professionals'. The result indicated a positive correlation of job satisfaction to clan and adhocracy culture and negative correlation to hierarchy and market culture. Mehr, et.al., (2012) studied relationship between organizational culture and job satisfaction of physical education staff offices. The result showed non significant relationship between job satisfaction and organization culture. Researches were found a significant relationship between organizational culture and jobs satisfaction with reference to service organization (Radwan & Zhu 2017; Nair, Aston, & Kozlovski, 2019).

Importing objective compatible organizational culture can enhance job satisfaction of school teachers thus benefitting organization and society. The researches show negative as well as positive relationship between job satisfaction and organization culture at national and international level (Shah, Memon & Laghari, 2011; Sabri, Ilyas & Amjad, 2011). Pakistan is developing countries and its Education standard is considered low than developed countries. Culture might be a factor in improving this stanadard. Organization culture strongly influences job satisfaction of employees and organizational outcomes (Radwan & Zhu 2017; Nair, Aston, & Kozlovski, 2019). To compete with demanding current needs, a medium positive emotions and feelings is required for the employees to work dedicatedly. Organizational culture provides that medium for the job satisfaction (Radwan & Zhu 2017; Nair, Aston, & Kozlovski, 2019). The present research is an effort to study job satisfaction and organizational culture among school teachers.

Methods

Objectives

The objective of present study was

- To study organizational culture and job satisfaction in public and private sector schools of Haripur, Khyber Pakhtun Khwa.
- To establish the psychometric properties of the scale

Hypothesis

Following were the hypothesis of the present study.

1. There will be positive correlation between job satisfaction and organizational culture.

2. Mission trait of organizational culture will positively correlate with job satisfaction
3. Consistency trait of organizational culture will positively correlate with job satisfaction
4. Involvement trait of organizational culture will positively correlate with job satisfaction
5. Adaptability trait of organizational culture will positively correlate with job satisfaction
6. Organizational culture will positively predict job satisfaction.
7. Job satisfaction and organizational culture of private schools will be higher than the public schools.
8. Job satisfaction and organizational culture of female employees of schools will be higher than the male employees.
9. Higher the education, higher will be the job satisfaction and organizational culture of employees than low educated ones.
10. Adult employees will score high on job satisfaction and organizational culture than the young adult employees.
11. Higher the job experience, higher will be the job satisfaction and organizational culture of employees.
12. Job satisfaction and organizational culture of small sized schools will be higher than the medium sized schools.
13. The job satisfaction and organizational culture of employees with total greater job experience will be greater as compared to less and medium job experience.

Operational Definition

Organizational culture

Organizational culture are underlying beliefs, assumptions, practices and behaviors and values, that are held by organizational members. It is operationalzed as the scores on scale of Denison organizational culture survey. On this scale the organization with high scoring on the cultural traits; consistency, involvement, mission and adaptability will have high culture and high organizational effectiveness.

Definition of cultural traits

Involvement. It is defined as building human capability, ownership and responsibility. Its operationalized as scores on scale of involvement. The organization scoring high on involvement is highly involved with strongly encouraging employees to create a ownership sense and responsibility.

Consistency . It is defined as values and system as bases of strong culture. It is operationalized as scores on scales of consistency. The organization score high on consistency is characterized as organization with strong culture and strong internal system of governess.

Adaptability. It is defined as translating the demands of business environment in to action. It is operationalized as the scores on scale of adaptability. The organization scoring high on adaptability is characterized as organization more responsive to business environment, with increased chance for survival, growth and development.

Mission . It is defined as meaningful long term direction for organization .it is operationalized as the scores on scale of mission

Job Satisfaction

Locke (1976) defines the job satisfaction is a self reported positive state of affect resulting from evaluation of one's jobs. It is measured as score on job satisfaction scale developed by MacDonald and Macintyre (1997) and operationalized as the scores of job satisfaction scale (JSS)

Instrument

Denison organizational culture survey was used in this study, for quantitative measurement of organizational culture, developed by Denison and Neal (Denison, 2000). It has four culture traits that affect performance; involvement, consistency, adaptability, mission with15 items under one trait and altogether 60 items that measure organization's culture. It is rated on five rating scale (Likert scale) ranging from 1(strongly disagree) to 5(strongly agree). The reversely scored items include 15, 24,29,34,39,43,50, 58.

Job satisfaction was measured Job Satisfaction Scale (MacDonald and Macintyre, 1997) with 10 items and scoring on 5 point likert scale (1=strongly disagree 2=disagree 3=neutral 4= agree 5=strongly agree). Chronbach alpha reliability for this scale is .77 . Added up the score of these 10 items we get the exact level of job satisfaction.

The interpretation of this scale is done according to the range of scores

- 40-50 very high
- 39-41 High
- 32-38 average
- 27-31 low
- 10-26 very low

Sample and Procedure

In this study, purposive sampling technique was used. The sample consisted of 130 teachers from the public and private schools of Haripur, Khyber Pakhtun Kha .The age of the subjects ranged from 24 to 65 years. The subjects were from government and private schools. The study sample was at least graduate. The present study was co relational study. Data was collected from the sample after their informed consent. They were instructed and assured of confidentiality. The scale was administered and responses were analyzed with the help of statistical tools. The data was put to SPSS for further analysis. The results were arranged in tabular form.

Results

The data was put to statistical analysis. The alpha reliability coefficient of the study variable was computed the linear regressions was performed to examine the effects of organization culture traits on job satisfaction.

Table 1: Descriptive statistics and Alpha Reliability Coefficients of all the study variables (N=130)

					Range			
Variables	*n*	*M*	*SD*	*α*	potential	actual	skewness	kurtosis
Involvement	15	55.03	6.74	.69	15-75	40 - 72	-.05	-.66
Consistency	15	54.31	6.78	.68	15-75	36 - 71	-.24	-.19
Adaptability	15	54.01	6.00	.54	15-75	37 - 67	-.20	-.21
Mission	15	54.15	6.75	.78	15-75	30 - 70	-.15	-.29
Organizational culture	60	217.98	22.08	.87	60-300	164 - 267	-.04	-.74
Job satisfaction	10	22.68	5.79	.75	10-50	10 - 36	.10	-.45

Table 1 shows the descriptive statistics of all study variables. The reliability coefficient was determined by computing alpha Cronbach coefficients for organization culture, its traits and job satisfaction. The reliability of the culture traits the range from .54 to.78 .The alpha reliability coefficient determined for organization culture .87 and for job satisfaction .75. The alpha reliability indicated that all scales were

internally consistent and reliable measures. The value of skewness and kurtosis for variables are less than 1 which indicated that univariate normality is not problematic.

Table 2: Pearson's correlation (N=130)

Variables	I	II	III	IV	V	VI
Job satisfaction	1	-.22*	-.45**	-.27**	-.23**	-.36**
Involvement		1	.58**	.48**	.53**	.80**
Consistency			1	.59**	.52**	.83**
Adaptability				1	.50**	.77**
Mission					1	.81**
Organizational culture						1

All values are highly significant $p \leq .0001$, $p \leq 0.01$

For hypothesis(1,2,3,4 and,5) Table 2 shows the Pearson correlation coefficient determined for organizational culture along with culture traits and jobs satisfaction. The correlation values for all study variables are ranging from .48 to .83 for positive correlation and job satisfaction is negatively correlated with organizational culture and its traits; ranges from -.22 to -.45 . As clear from the table that all values carry significant correlation with $p \leq .0001$ and $p \leq 0.01$ (either positive or negative).

Table 3: Linear Regression Analysis showing Predicting Relationship between Job Satisfaction and Organizational Culture (N=130)

	b	**SEB**	**β**
Constant	43.58	4.72	-.36***
Organizational culture	-0.96	.022	

$R=.36$, $R^2=.13$, $\Delta R^2=.127$, $p \leq .0001$

For hypotheses, no (6) Table 3 shows the result of linear regression analysis between job satisfaction and organizational culture. The results indicate that organizational culture is a significant predictor of job satisfaction. The predictor value of organizational culture ($\beta=.36$) has a negative outcome on job satisfaction with the level of significance ($p \leq .0001$).The adjusted R^2 of .127, indicates that 12.7% variation in job satisfaction is due to organizational culture

Table 4: T test of comparing Public and Private Schools for Organizational Culture and Job Satisfaction (N=130)

Variables	*Public Schools* (*N*=41)		*Private Schools* (*N*= 89)				Cohen s'd value
	M	SD	M	*SD*	t	p	
Organizational culture	214.7	19.33	219.4	23.18	-1.15	.252	.22
Job satisfaction	18.76	4.29	24.49	5.50	-5.89	.000***	1.16

df=128

For hypotheses, no (7) table 4 shows standard deviation, mean and t-test for the demographic variable public schools and the private schools on both scales. The private schools have mean value is 219.4 and the public schools has 214.7 on organizational culture. And the public schools have mean value 24.49 and the private schools have greater mean value of 18.76 on job satisfaction. The difference between public schools and private schools on organizational culture and job satisfaction is non-significant. The cohen's d value shows the effect size of public/private administration is small for organizational culture and very large for job satisfaction.

Table 5: T-Test result for gender differences on Organizational Culture and Job Satisfaction (N=130)

Variables	*Male (N*=40)		*Female (N*= 90)				Cohen s'd value
	M	SD	M	*SD*	t	p	
Organizational culture	214.33	22.06	219.61	23.18	-1.26	.209	0.23
Job satisfaction	20.85	4.45	23.50	6. 14	-2.45	.01**	0.49

df=128, p=0.01

For hypotheses, no (8) table 5 shows mean, standard deviation and t-test for the demographic variable gender differences on both scales. The male group has mean value is 214.33 and the females group has 219.61 on organizational culture. And the male group has mean value 20.85 and the females group has 23.50 on job satisfaction. This indicates that the difference between genders on organizational culture is non-significant and on job satisfaction is significant at the level of significance p< 0.01. The cohen's d value shows the effect size of gender is small for organizational culture and job satisfaction.

Table 6: T-Test result for comparing Education on Organizational Culture and Job Satisfaction (N=130)

Variables	*B.A (N*=41)		*M.Sc (N= 8*9)				Cohen s'd value
	M	SD	M	*SD*	t	p	
Organizational culture	211.46	22.19	220.99	21.49	-3.32	.02*	.43
Job satisfaction	24.15	6.18	22.01	5.50	1.97	.05*	.36

df=128,p≤.05

For hypotheses, no (9) table 6 shows mean, standard deviation and t-test for the demographic variable highly educated group and the less educated group on both scales. The highly educated group has mean value is 220.99 and the less educated group has 211.46 on organizational culture and its nonsignificant. And the less educated has mean value 24.15 and the highly educated group has 22.01 on job satisfaction. The difference is highly significant at the level of significance p≤ 0.05. The cohen's d value shows the effect size is small for organizational culture and job satisfaction.

Table 7: T-Test result for comparing Age of Employees on Organizational Culture and Job Satisfaction (N=130)

Variables	29 and below young adult (*N*=80)		30 and above adult *(N*= 50)				Cohen s'd value
	M	SD	M	*SD*	t	p	
Organizational culture	217.50	23.90	218.76	19.09	-3.15	.753	.05
Job satisfaction	24.51	5.23	19.76	5.47	4.94	.000***	.88

df=128, p<.001

For hypotheses, no (10) table 7 shows the mean, standard deviation and t-test for the demographic variable young adult and adult on both scales. The adult employees has mean value is 218.76 and the young adult employees has 217.50 and the difference between employees age on organizational culture is non-significant. The young adult employees have high mean value 24. 51 and the adult employees have 19.76 on job satisfaction with significant difference (p< .001). Therefore young adult employees have high job satisfaction than the adult employees. The cohen's d value shows the effect size of age is very small for organizational culture and large for job satisfaction.

Table 8: T-Test result for comparing Job Experience on Organizational Culture and Job Satisfaction (n=130)

Variables	12 months and below (*N*=20)		13 months and above (*N*= 110)				Cohen s d-value
	M	SD	M	*SD*	t	p	
Organizational culture	221.65	24.39	217.32	21.69	.80	.42	0.18
Job satisfaction	24.65	4.85	22.33	5.89	1.66	.09	0.43

df=128

For hypotheses, no (11) table 8 shows mean, standard deviation and t-test for the demographic variable more experienced and less experienced on both scales. The less experienced has mean value is 221.65 and the more experienced group has 217.32 on organizational culture. And the less experienced has mean value 24. 65 and the more experienced group have 22.33 on job satisfaction. This indicates that the difference at organizational culture and job satisfaction is non-significant. The cohen's d value shows the effect size of experience is small for organizational culture and job satisfaction.

Table 9: T-Test result for comparing School Size on Organizational Culture and Job Satisfaction (N=130)

Variables	Small size (*N*=54)		Medium size (*N*= 76)				Cohen s d-value
	M	SD	M	*SD*	t	p	
Organizational culture	224.48	19.71	213.37	22.63	2.90	.004**	0.52
Job satisfaction	21.80	6.23	23.32	5.40	-1.48	.141	0.26

df=128, p<.01

For hypotheses, no (12) table 9 shows the mean, standard deviation and t-test for the demographic variable of small and medium size schools on both scales. The small sizes schools have mean value is 224.48 and the medium sized schools have 213.37 on organizational culture. The difference is significant at the level of significance p<. 01. And the medium sized schools have mean value 23.32 and the small sizes schools have 21.80 and the difference between school sizes is non-significant on job satisfaction. The cohen's d value shows the effect size of school size is medium for organizational culture and small for job satisfaction.

Table 10: One way analysis of variance (ANOVA) by total Job Experience of Employees on Organization Culture and Job Satisfaction (N=130)

Variable	SS	df	MS	F
Organizational culture				
Between group	432.46	2	216.23	440
Within group	62473.50	127	491.91	
Total	62905.96	129		
Job satisfaction				
Between group	626.07	2	313.03	10.73***
Within group	3701.99	127	29.15	
Total	4328.06	129		

p≤.0001

For hypothesis no 13 the result in the table shows that there is a significant difference between job experience of people whose experience are less on job satisfaction but there is no significant difference between the experienced people of 6 years to 10 years and 10 years to above experienced people on organizational culture.

Discussion

The present research is a cross-sectional survey research design that was aimed to study the organizational culture as a predictor of job satisfaction among school teachers. The sample was taken from public and private schools of Haripur. The alpha reliability coefficient of the Denison organizational culture survey is .87 The alpha reliability of the cultural traits ranges from .69 to.78. This predicts that the scale is reliable enough to measures the organizational culture. The reliability of the cultural traits ranged from .69 to .78 and organization culture it was .87.

The result of the data analysis for hypothesis no (1, 2, 3, 4 and 5) the Pearson correlation coefficient determined for organizational culture along with culture traits and jobs satisfaction. The correlation values for organizational culture and its traits are ranges from .48 to .83 and job satisfaction is negatively correlated with organizational culture and its traits ranging from -.22 to -.45 . All values carry significant correlation with $p \leq .0001$ and $p \leq 0.01$ (either positive or negative).The researches prove the negative correlation between job satisfaction and organizational culture (Shah, Memon, and Laghari, 2011 & Maher, Emadi , Cheranghani, Roshani & Behzadi, 2012). The result indicated that job satisfaction was positively correlated to clan and adhocracy culture and negatively correlated to hierarchy and market culture (Lund, 2003).

The result of data analysis for the hypothesis 6 organizational culture positively predicts job satisfaction. This indicated that organizational culture is a significant predictor of job satisfaction. The predictor value of organizational culture (β=.36) has a negative outcome on job satisfaction with the level of significance ($p \leq .0001$).the adjusted R^2 of .127, indicates that 12% variation in job satisfaction. Due to less opportunity of jobs for employees they might be finding best opportunities for themselves so they are not satisfied from their jobs. The compatibility of organizational culture with job satisfaction is negative (Shah, Memon & Laghari, 2011)

The result of data analysis for the hypothesis for hypotheses, no (7) table 4 shows mean, standard deviation and t-test for demographic variable public schools and the private schools on both scales. The private schools have mean value is 219.4 and the public schools has 214.7 on organizational culture. There are minute differences between the mean scores of both groups. This indicates that the difference between public schools and private schools on organizational culture is non-significant. The organization culture is strong in private schools rather than public schools because of homogeneity, cohesion, and easy to manage the administration and employees. As compare to public school culture is not as much strong because Haripur is developing city so the opportunity of jobs for employees are less and public schools are less in this city. Organizations culture is same because both are located in same place. Job satisfaction difference in public and private is significant. The cohen's d value shows that the private school has strong impact and relationship with job satisfaction. High job satisfaction in private schools is may be due to the fact that the employees in private are not bound by the predetermined rules and regulations, posses certain autonomy and don't have to face tries of hierarchies.

The result of data analysis for the hypothesis 8 organizational culture and job satisfaction of female employees of schools will be higher than the male employees. The male group has mean value is 214.33 and the females group has 219.61 on organizational culture. As organizational culture is more about organization so both have similar experience of organization culture. And the male group has mean value 20.85 and the females group has 23.50 on job satisfaction. The cohen's d value shows the effect size is small. The result indicates that the difference between genders on organizational culture is non-significant and job satisfaction is significant. The difference is significant at the level of significance $p < 0.01$. Because female employees rather than male, are more satisfied with their jobs (Robbins, Judge & Vohra, 2013; Radwan & Zhu 2017; Nair, Aston, & Kozlovski, 2019) as teaching is generally considered a better option for jobs of female. The male staff school mostly holds clerical jobs/administrative jobs.

The result of data analysis for the hypothesis 9 Higher the education, higher will be the organizational culture and job satisfaction of employees than the lower educated ones. The highly educated group has mean value is 220.99 and the less educated group has 211.46 on organizational culture. And the less educated has mean value 24.15 and the highly educated group has 22.01 on job satisfaction. The difference is significant at the level of significance $p \leq 0.05$. The cohen's d value shows the effect size is small. The result supported hypothesis of this study. Highly educated employees can easily understand the culture of organization rather than the low educated employees of the organization. Mostly highly educated employees are not satisfied from their jobs. Because they may wish to avail the better chance and they are better aware from the requirements of job. Low educated employees are satisfied from their jobs because they have generally less job opportunities than the more educated.

The result of data analysis for the hypothesis10 Adult employees will score high on the organizational culture and job satisfaction than the young adult employees. The adult employees has mean value is 218.76 and the young adult employees has 217.50 and the difference between employees age on organizational culture is non-significant. Young adult and adult employees can understand the culture of organization because of belonging to the same culture background. The young adult employees have mean value 24. 51 and the adult employees have 19.76 on job satisfaction. There young adult employees has high mean and adult employees have low mean. The difference is significant at the level of significance $p < .001$. The result doesnot support hypothesis of this study**.** Young adult employees are more satisfied from their job rather than of adult employees. Adult employees were serious and concerned more about their career so they are not satisfied from their jobs. Whereas previous researches support job satisfaction of the adult employees more than young employees. Age and job satisfaction have a strong relationship (Robbins, Judge & Vohra, 2013).

The result of data analysis for the hypothesis11 more the job experience in the present school, more will be the organizational culture and job satisfaction of employees. The less experienced has mean value is 221.65 and the more experienced group has 217.32 on organizational culture. And the less experienced has mean value 24. 65 and the more experienced group have 22.33 on job satisfaction. The difference at organizational culture and job satisfaction is non-significant. There are minute differences between the mean scores of both groups. No significant difference exists at organization at job experience. The experience of employees has not affected the organizational culture and job satisfaction. It may be because at private schools, especially the employees switching jobs to better option is common. May be due to initial time period of setting in job environments, the difference of organizational culture and job satisfaction become no more considerable.

The result of data analysis for the hypothesis12 organizational culture and job satisfaction of small sized schools will be higher than the medium sized schools. The small sizes schools have mean value is 224.48 and the medium sized schools have 213.37 on organizational culture. The difference is significant at the level of significance $p < .01$. The medium sized schools have mean value 23.32 and the small sizes schools have 21.80 on job satisfaction and the difference between school sizes is non-significant on job satisfaction. The teachers of small schools have strong cohesion and more homogeneous culture so that's why the organizational culture is strong in small organization and less job satisfaction. Due to less cohesion and homogeneousity culture organizational culture is weak. Medium sized schools have more job satisfaction. More people interact and share. Because of more employees, definitely the resources will be more in school of medium sized enhancing job satisfaction. The size of school is impacting the job satisfaction at a medium level.

The result of data analysis for the hypothesis13 the organizational culture and job satisfaction of employees with total greater job experience will be greater as compared to less and medium job experience. There is a significant difference between less job experience, medium and greater job experience. Non-significant differences at organizational culture means that with organizational culture employee become more adopted with the passage of time. Significant differences exist on job satisfaction because job experience

aids job satisfaction (Robbins, Judge & Vohra, 2013). Adejumo and Gesinde (2012) found significant positive relationship between age and work experience and job satisfaction. Significant difference were obatined between teachers with below and above five years of work experience. It benefits employee to be more skillful and be the expert of the field. That's why job experience has significant effect on job satisfaction. Qayyum (2013) analyzed the significant difference among various categories of experiences showing decreasing trend with experience ranging from 03 to 21 years in Pakistani universities.

Limitations

This research study also got a number of limitations. If overcome then can make the picture clearer and may provide a better solution. The sample size is small due to shortage of time and it cannot be regarded as the representative sample. The sample included is only teachers. There were few public and private schools that were used in this research that cannot be enough representatives for the whole area of Haripur. The extraneous variables could not be controlled.

Suggestions

The size of the sample should increases and it can bring change in the results of the research. The variables can be studied in interactional research design with demographic variables to have a clearer picture. The analysis of the subscales should be carried out in future. Also other cities should be considered in future studies. Colleges and universities teachers can be included; schools of other cities of Khyber Pakhtun Kha can also be included.

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