

The Relationship between Organizational Culture and Job Satisfaction of Employees

(Case study: Technical and Vocational Department of Golestan Province)

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Abstract: Organizational culture is the same as the general image of the members of the organization. Therefore, new and effective strategies for motivating, desirable behaviors, achieving organizational goals and increasing human productivity are used by managers at the organizational level, so that organizational culture is regarded as an effective agent on the performance of the organization. The purpose of this study was to investigate the relationship between organizational culture and job satisfaction of employees in technical and vocational department of Golestan province. The present study was carried out using correlation method. The statistical population consisted of all employees of technical and vocational department of Golestan province. Using Krejcy and Morgan tables, 76 people were selected as sample size and stratified random sampling was used. The research data were collected by library and field method and the tools used by the International Association for Standardization of Organizational Relationship Questionnaire. The reliability of the questionnaires was confirmed by Cronbach's alpha and the validity of the tool was confirmed by content validity method. Also, data analysis was performed using structural equation modeling method using Smart Software PLS. Results show that there is a significant relationship between organizational culture and job satisfaction.

Keywords: Organizational Culture, Job Satisfaction, Organizational Communication.

Introduction

An organizational culture is considered as an essential and fundamental component of the organization, and is in fact a social reality based on unmatched interactions between members of the organization and not just a simple variable, but the development and expansion of the mental processes of the members of the organization (Smircich, 1983). Organizational culture can be considered as a model of shared values and beliefs that helps members of the organization gain understanding of organizational functions and establishes norms for employee behavior in the organization (Dwyer et al., 2003). Organizational culture in fact represents the cognition of the organization and the beneficial organizational culture has a positive effect on the performance of the staff (Cheung et al., 2010). In this regard, Momeni et al (2010) showed that there was a meaningful relationship between organizational culture and psychological empowerment.

The connection between individuals and groups in all organizations is vital. The means of communication are coordinated. Communications such as the human nervous system that respond to stimuli and coordinate responses by sending messages to different members of the body, coordinates the actions of the later sections of the organization. An organization without communication becomes a set of individuals that performs separate tasks.

Organizational actions are uncoordinated and tend to focus on organizational goals toward individual goals. The second reason is the need for information sharing partnerships. The most important information available about the organization's goals is the intent of the organization. Communication is a necessity of the decision process. Information, as well as exchange, is needed to evaluate solutions, implement decisions, and control and evaluate the required results (Barco et al., 2010).

Rational culture is characterized by focusing on integrated and centralized activities, leading to the competition of an organization with other organizations. The core values of this kind of culture are efficient and useful. The factors that maximize the organization's performance are explicit goals and individual judgments and decisiveness. Contrary to rational culture, ideological culture focuses on the decentralization of power and recognizes growth and external competition, and the broad goals of leadership lead to commitment to individuals towards the organization. The organization uses competition in order to gain external support for insight. Participatory culture focuses on decentralizing power, diversity of activities, and internal attention to system maintenance. Therefore, the relations between the members are very friendly and cooperative, which leads to high morale among the members of the group and their great trust in each other. Hierarchical culture is similar to participatory culture and contrary to rational and ideological culture based on internal attention and preservation of the system, and its characteristic is the concentration of power and integrated activities (Ashkanasy, 2003).

Extensive research in management science introduces the participatory management system as the most efficient management system in the field of human resource development and increasing employee commitment and motivation (Khaqanizadeh et al., 1999). In addition, research results show that organizational culture can have a positive impact on organizational effectiveness indicators such as performance, commitment, self-esteem and ethical behaviors of employees and workers (Dension, 1984; Posner et al., 1985; Pritchard & Karasick, 1973). Job satisfaction is also considered as an important indicator of organizational behavior and organizational culture is able to play an increasing role. So, in research on the field of organizational behavior, the most research on job satisfaction has been made (Spector, 1997).

Job Satisfaction, which is evaluated based on determining the degree of compromise and psychosocial characteristics of a person with working conditions, is a criterion for determining job performance (Saatchi, 2000). In addition, job satisfaction is the emotional orientation that a person has in relation to his or her job (Price, 2001). According to Spector (1997), factors affecting job satisfaction can be categorized into four groups: organizational factors, environmental factors, the nature of work and individual factors. So that non-flexible organizational strategies and strategies can cause negative work-related emotions, but flexible policy is related to high job satisfaction. Considering the importance of the above issues, since the country's technical and vocational organization is one of the successful organizations in training qualified and skilled specialists for the development of society, this will only be possible when the organization has high organizational and cultural standards. Therefore, this research seeks to answer the question of whether can organizational culture achieve the job satisfaction of the staff of the technical and vocational department of Golestan province?

Theoretical Framework and Research Review

Organizational Culture

Organizational culture is recognized as one of the most effective factors in the development and development of countries. As many scholars believe that Japan's success in industry and management is one of the main reasons for their attention to organizational culture. Organizational culture as a set of shared beliefs and values affects the behavior of the members of the organization and can be a starting point for movement and dynamism or a barrier to progress. Because organizational culture is one of the most fundamental areas of change in organization, the new developments are looking at the fundamental transformation of the organization; hence the purpose of these programs is the transformation of organizational culture as the basis for the transformation (Bonyanian, 2007).

Job Satisfaction

Job satisfaction is understood in Persian culture of pleasure and aggressiveness. Job satisfaction is defined as the likeness of the duties required for an occupation, that is, the conditions under which the work is performed, and the remuneration for which it is received, in general, the job satisfaction of one of The most important factors in job success is job satisfaction, which is a tool for more organizational success, first, job satisfaction and the expectation of maximum efficiency (Parhizkar, 1988). Job satisfaction is an attitude that shows how people feel about their jobs in general or in different areas (Spector, 2000). Job satisfaction is the positive and positive feeling of employees for their jobs in the organization, influenced by needs, motivations, interests, and working conditions on the other (Abbaszadeh, 1995).

Alamdari (2001) showed that there was a meaningful relationship between organizational culture and job satisfaction. Hashemian (1998) also found a strong and positive relationship between organizational culture and job satisfaction. Zarei Matin (1995), in his doctoral dissertation, showed that there was a significant difference between the status quo and the desirable situation in the executive organizations of the country, and organizations that were in a position in terms of the organizational culture model had higher job satisfaction.

Fadaei (2000) showed that there was a meaningful relationship between organizational culture and job satisfaction. Darabi (2001), in his research, showed that there was a significant difference between the organizational culture of Tarbiat Modarres University and the desired organizational culture.

The results of the research of Sardari (2003) and Torabikia (1998) show that there is a positive correlation between organizational culture and job satisfaction. In his research on nurses and patients in American hospitals, Stamphon (2001) concluded that the type of management affects nursing job satisfaction and job commitment. This study showed that, participatory management had a negative effect on job satisfaction and nurses' job commitment and hierarchical management had a negative effect on job satisfaction and job commitment. Additionally, Lock (1993), in their study on interns that were different from payment, concluded that having good relationship with the superintendent, increasing job skills and having an opportunity to upgrade was more than paying Salaries are job satisfaction. Research by Bennett et al (2002) also showed that there was an inverse and negative relationship between organizational culture of entrepreneurship and participation with job burnout. Martinez and Belch (2003) also referred to the meaningful relationship of organizational culture with creativity.

Methodology

In this research, the statistical population consists of all employees in Golestan province's technical and vocational department, with a population of 95 people. The sample size is 76 people according to Krejcie and Morgan's tables. The stratified random sampling method was used for statistical population sampling. The data gathering tool was a questionnaire. In this research, three questionnaires were used. These questionnaires consist of 57 questions, 48 questions related to organizational communication questionnaire, 5 questions about job satisfaction questionnaire and 4 questions related to organizational culture questionnaire. . Descriptive statistics such as frequency, frequency, tables and graphs of frequency distribution were used for statistical analysis and SEM structural equations using SPSS20 and Smart pls software.

Research Variables

Job Satisfaction: The level of personnel satisfaction is different from the job dimensions of the organization (Moqimi, 2006).

Organizational culture: Organizational culture is "a collection of key values, guiding beliefs, and differences that exist in the members of a common organization" (Moshbaki, 1998).

Research Hypothesis

There is a meaningful relationship between organizational culture and job satisfaction among the staff of the General Directorate of Technical and Vocational Education in Golestan province.

Testing Hypotheses

In this section, we examine the test of research hypotheses using PLs software. To assess the fit of the general model, GOF is used, with three values of 0.01, 0.25 and 0.36 as weak, moderate and strong values for GOF.

This criterion is calculated by the formula:

$$GOF = \sqrt{\text{communalities} \times R^2}$$

Communality: The average of the shared values of the hidden variables of the research is obtained.

Table 1. Communality rates and R² variables of research.

Hidden Variables	Symbol	Communality	R ²
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Organizational Culture	OC	0.796	0.398
Job Satisfaction	JS	0.737	0.238

Table 2. Results of fitting the general model.

Communality	R ²	GOF
0.721	0.318	0.479

Given the amount obtained for the GOF at 0.479, the perfect fitting of the general model is approved.

Table 3. The results of direct relation and significance coefficients of the hypotheses of the research model.

Hypothesis	The causal relationships among research variables	Symbol	Path coefficient (β)	Significance (T-value)	Test result
	Organizational culture > job satisfaction	OC--JS	0.488	7.135	Confirmation of the ninth hypothesis

Also, the direct and indirect relationship between research variables in the final model of research, which indicates the direct and indirect relationship of variables on each other, is presented in Table 4.

Table 4. Relationship between total variables in the main model of research.

Type of relationship	Direct relationship	Indirect relationship	Total relationship
JS on OC	0.48	---	0.48

Results

Employees focus on the organization's goals in terms of the organization's goals which are at the level of rational culture. In terms of performance criteria, employees are thinking of efficiency and efficiency, which is at the level of rational culture. In terms of performance criteria, employees are thinking of efficiency and efficiency, which is at the level of rational culture. In the case of the reference authority, the employees consider execution of orders and orders by the rational boss, which is in the intellectual culture. As for the source of power, employees pay more attention to merit. In the decision maker, employees consider the rational and rational factor to be important. In the leadership style, they have prioritized the directional and target-oriented approach. Regarding the manner in which employees follow the organization's priorities. Regarding the evaluation criterion, employees are tangible returns that are at the level of rational culture. Ultimately, impulse workers are also called for incentives.

Therefore, in this research, the relationship between organizational culture and satisfaction of technical and vocational staff of Golestan province has been investigated. Results show that there is a significant relationship between organizational culture and employee satisfaction. The results of this research are consistent with Alamdari (2001), Hashemian (1998), Fadaei (2000) and Lock (1993).

Conflict of Interest

The authors declare no conflict of interest.

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