

Relationship between job satisfaction and organizational culture in staffs and experts of physical education offices of Mazandaran Province

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ABSTRACT

The purpose of this study is the relationship between job satisfaction with organizational culture of staffs of physical education offices of Mazandaran province. The method of study is descriptive and correlational. the statistical population of the study consisted the staffs of physical education offices of Mazandaran province the number 151, according to the purpose, the sample volume was selected with statistical community ($N=n$). The research tools are two questionnaires of job satisfaction (Wysocki and Kromm) and organizational culture (Sashkin) that their reliability were estimated through Cronbach's alpha coefficient, job satisfaction 0.87, organizational culture 0.76. Data analysis was done with using of descriptive statistics and inferential statistics by SPSS 16 and Excel software. Test results showed that between job satisfaction and organizational culture in Physical Education Office staffs and also between job satisfaction and component of organizational culture that includes adapting to changes, achieving of goals, coordinating of work groups, attention to clients and power of organizational culture, there is no significant relationship. So recommend that the general manager and managers of physical education offices of seventeen branches cities of Mazandaran province should improve the organizational culture components such as coordinate change, achieving goals, coordinated teamwork, customer oriented and power of organizational culture, that improved organizational culture and job satisfaction will lead to more.

Keywords: Job satisfaction, Organizational Culture, Staffs, Physical Education Offices

INTRODUCTION

Organizations represent the most complex social structures known today because of their dynamic nature. Employees are one of the role players in the organization, and it is through their involvement and commitment that the organization becomes competitive. The relationship between the organization and people is however interdependent in nature [2, 15], and both parties may impact on one another's ability to achieve positive results. This research focus on both the private and public sectors has led to an adoption of reforms aimed at bringing about change in organizations to increase job performance and worker motivation.

Job satisfaction

The job satisfaction of employees occupies the important place in the list of main concerns of human resource management department. The reason of this importance is twofold. On one side it helps in retaining the employees

and on the other side it raises their performance level. According to Hoppock (1935) job satisfaction is “any combination of psychological”, physiological, and environmental circumstances that causes a person to say, “I am satisfied with my job”. Ivancevich et al. (1997) state that job satisfaction is something due to which a worker feels that how well he/she is in an organization. The study of job satisfaction can be traced to Herzberg (1959) who theorized that job satisfaction is a function of motivators which contribute to job satisfaction and hygiene’s which lead to job dissatisfaction. Locke (1976) defined job satisfaction as an emotional state related to the positive or negative appraisal of job experiences. Kreis and Brockopp (1986) suggested that job satisfaction is related to self-perception of needs fulfillment through work. Pennington and Riley (1991) contemplated a view of job satisfaction as an external or internal value. In their view, a person’s general assessment of how satisfied he/she is on the job is made according to an absolute frame of reference, while a person’s assessment of level of satisfaction with individual job facets is based on a relative standard that is specific to the work context and that involves comparison with the situation of other employees. Extensive research proved that job satisfaction does not happen in isolation, as it is dependent on organizational variables such as structure, size, pay, working conditions and leadership, which constitute organizational climate [32, 33, 15, 9, 2]. Many factors affect employee’s job satisfaction. Porter and Lawler (1968) divide the factors into the intrinsic satisfactory factors related to work it and the extrinsic satisfactory factors not directly related to work it. Seasohore and Taber (1975) consider that personal attributes and environment play major role in influencing job satisfaction. Glisson and Durick (1988) indicate that the worker himself/herself, work and organizational characteristics are the factors affecting job satisfaction.

Organizational culture

Organizational culture has been defined in many ways in the literature, for example organizational culture is defined as “a system of shared values (that define what is important) and norms (appropriate attitudes and behaviors) by O’Reilly and Chatman’s (1996). In most definitions various combinations of assumptions, values, norms, beliefs and ways of thinking and acting are used to explain the organizational culture [6]. Organizational culture has been an important theme in management and business research for some two decades. One reason for this is that organizational culture has the potential to affect a range of organizationally and individually desired outcomes [5]. Ritchie (2000) notes that, from the time of the earliest writers on organizational culture [6, 24], “it has been suggested that organizational culture affects such outcomes as productivity, performance, commitment, self confidence, and ethical behavior”. Similarly, more recent writers have repeated the assumption that “organizational culture impacts significantly on an organization, its employees’ behavior and motivations and, ultimately, that organization’s financial performance” [11]. Organizational culture has been argued to be relevant in a variety of contexts including the adoption of innovative technologies and workplace practices [7, 12], information systems integration [36], strategy implementation [3], and planning initiation [9]. For most organizational writers, culture is a stable, conservative and resistant force that is likely to change only through management intervention. As recently as 1999, for example, Hendry stated: “Because of its deeply embedded nature any culture, societal, institutional, or organizational, is resistant to change”. There are literally hundreds of examples one might give of this attitude to organizational culture change, some of the earliest and most influential being Ouchi (1981), Pascale and Athos (1981), Deal and Kennedy (1982) and Kilmann, Saxton (1983). Nonetheless nearly all of this literature addresses the possibilities and benefits of intentionally altering organizational culture as a means to achieving greater managerial control or enhancing organizational performance.

Job Satisfaction and Organizational Culture

A basic understanding of culture is essential to the understanding of formal and informal employee behaviors. Organizational culture influences employees both directly and indirectly. Research from mainstream business organizations suggests that organizational climate influences productivity, effectiveness, performance [23], job satisfaction, [24], innovativeness [17], and leadership and decision-making [30]. Subcultures within larger organizations are shaped by conditions such as differential interaction based on structure, location, size, and division of labor; shared experiences, leading to similar personal characteristics and social cohesion [26]; Trice and Beyer (1993). Researchers link job satisfaction with many factors e.g. fairness of rewards, growth opportunities, participation in decision making, supervisory support and compensation etc. A large number of researchers, however, link job satisfaction with organizational culture e.g. Taber (1975), Jiang and Klen (2000), Mckinnon (2003), Navaie-Waliser (2004), Rad (2006), Arnold (2006), Chang and Lee (2007), and Mansoor and Tayib (2010) etc. According to Schhneider (1983) organizational culture is a combination of value system and assumptions which lead an organization to run its business. By reviewing aforesaid scientific studies, we can find most scholars’ confirmation of the significant relationship between organizational culture and job satisfaction. It means organizational culture can actually affect the extent of job satisfaction. Thus, if employees show higher identity extent to organizational cultures, the extent of job satisfaction shall be higher naturally [] (Chang and Lee 2007). From the above discussion, it appears that organizational culture does play an important role in promoting the job satisfaction for employees towards the organizational success, and this could only be achieved by ensuring that an

appropriate culture was being developed or shaped in the organization that matched managerial values, attitudes and behaviors. Evidently, organizational culture does affect employee's job satisfaction.

H1: Job satisfaction will have relationships with organizational culture and its components in their activities. This hypothesis focuses on "main effects" of job satisfaction. This is a rather tentative expectation at this point, so we pose it as a research question:

RQ1: What is the relationship among job satisfaction and organizational culture?

To investigate the hypothesis and the research question, a study combining quantitative and qualitative procedures was employed.

MATERIALS AND METHODS

This method of research is descriptive and correlational survey that collects of data took place from field studies. Statistical population of this study included of all employees of physical education offices in Mazandaran province (professionals, managers and experts) were equal to 151 people. To apply of the research, the questionnaires sent to the staff departments of Physical Education in Mazandaran province, which number 139 were filled the questionnaires completely. For data collection, were used the two questionnaires with valid standardized, Job satisfaction of Wysocki and Kromm and Organizational culture questionnaire of Marshal Sashkin which have a validity and reliability. The reliability was obtained with Cronbach's alpha, Job satisfaction questionnaire was 0.89 and Organizational culture questionnaire was 0.76. For the analysis of the data, descriptive and inferential statistics methods are used. Kolmogorov Smirnov test identified job satisfaction and organizational culture have normal distribution, so parametric tests (Pearson $P < 0.05$) were used for analyzing these data and assumptions. Analyzing was performed by SPSS16 and Excel software.

RESULTS

In Table 1, results presented shows the number of females staffs are 49 (35.3 percent) and the number of male are 90 (64.7 percent). The number of employees in 20-30 age are 34 (24.5 percent), 31-40 age are 50 (36 percent), 41-50 age are 42 (9.4 percent) and 51-60 age are 13 (25.2 percent). Employees with 5 years experience are 35 (25.2 percent), 6-10 years are 31 (22.3 percent), 11-15 years are 23 (16.5 percent) and with an experience of more than 15 year are 50 (36 percent). Number of employees who their fields are physical education is 75 (51.6 percent) and non-physical education are 67 (48.2 percent).

Table 1. Distribution and frequency percent

	Gender		Age				Experience			Field		
	Female	Male	20-30	31-40	41-50	51-60	Until 5	6-10	11-15	More than 15	Physical Education	Non-physical Education
Frequency	49	90	34	50	42	13	35	31	23	50	72	67
Frequency percent	35.3%	64.7%	24.5%	36%	9.4%	25.2%	25.2%	22.3%	16.5%	36%	51.8%	48.2%

Figure 1 shows the average of Job satisfaction is 3.10 and also indicates the average of organizational culture 3.34. The average of components of organizational culture, adapting to changes 3.27, achieving of goals 3.29, coordinating of work groups 3.24, attention to clients 3.64, and power of organizational culture 3.24.

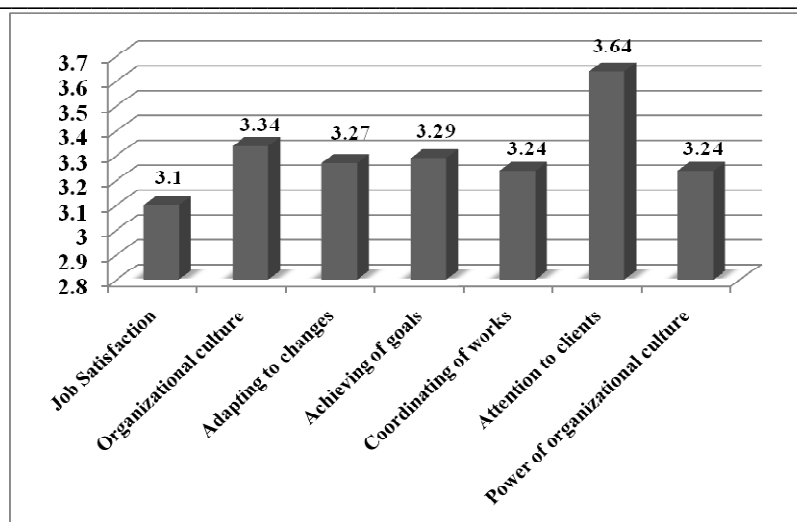


Figure 1. Average Results of Job satisfaction, Organizational culture and its components

The inferential analysis in Table 2 revealed there is not relationship between job satisfaction and organizational culture in staffs and experts of physical education offices in Mazandaran province in significant level 0.05 (Pearson).

Table 2. Relationship between job satisfaction and organizational culture

		Organizational Culture	Adapting to Changes	Achieving of goals	Coordinating of Work Groups	Attention to Clients	Power of Organizational Culture
Job Satisfaction	P value	0.983	0.622	0.862	0.534	0.555	0.608
	R	- 0.002	0.043	- 0.015	- 0.054	0.051	- 0.045

Correlation is significant at the 0.05 level (Pearson)

DISCUSSION AND CONCLUSION

For increasing of productivity to achieve organizational goals, there are strategies which the managers of organization consider. One of these strategies is creating a favorable organizational culture. Also Job satisfaction emphasizes the specific task environment of the employees. Using this perspective as a springboard, researchers developed a more comprehensive approach to understanding larger work environments, through the study of organizational culture and its impact upon human relations and work conditions. In helping to understand the organizational culture attributes that has significant effect on the prediction of the level of job satisfaction, in the Iranian organizations, the current study has derived several important implications for research and practice. The purpose of this study is determine whether there is any relationship between the organizational culture and five components of organizational culture with job satisfaction, adapting to changes, achieving of goals, coordinating of work groups, attention to clients and power of organizational culture. The results of this study revealed those employees' perceptions of organizational culture were not significant related to employees' job satisfaction. This study endeavors contribute most too practicing managers and experts. In the descriptive findings, people whose experience is more than 15 years, have the highest frequency which indicates a statistical population is old and should be considered in the near future to attract young workers. Approximately the half of the employees' field I non physical education. So it should be considered in future to employ experts who have experience in physical education field. The average of job satisfaction indicates employees like to perform better and feel a high level of job satisfaction. The higher levels of employees' satisfaction in such organizations may give an advantage over other organizations in attracting and retaining employees in a competitive environment. The average of organizational culture shows employees consider organizational culture. All of the components of organizational culture have a mediocre average. Attention to clients of organizational culture has a higher average than the other components. It shows clients and their request is on the top of the goals of these organizations. With considered of the results of researchers, the findings of this study is inconsistent with them, which can indicate a weakness between employees and experts of physical education departments in this province, as members of an organization play major roles in the organizations, this could reduce the efficiency and effectiveness of the organizations, particularly in physical education organizations that play an important role in their community mental health and physical. So the results indicate the economic problems in Iranian society and the low wages and benefits can be reduced job satisfaction, and this causes affect on succeed of team working, coordination with changes and accessing to common goals of employees. According to the research findings, it is suggested the general manager and administrative director of

physical education departments should improve coordination, such as corporate culture, goals, also coordinated teamwork, customer orientation and strength of organizational culture. If it would be attended, it will bring more improved corporate culture and job satisfaction.

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