The Relationship between Organizational Culture and Job Satisfaction and Pleasure in Job Context
(Case Study: West Azerbaijan Province Ministry of Education)

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ABSTRACT: The aim of the present study is to understand the relationship between organizational culture and job satisfaction as well as pleasure in job context. The model developed in the present study is based on Denison model defined by four features, namely, adaptability, involvement in job, mission, and adaptability. The statistical population comprised of all 360 managers in different sectors of organization and 185 individuals were chose randomly. To collect the data use was made by organizational culture questionnaire based on Denison model along with job satisfaction and pleasure questionnaire. The results indicated that organizational culture had a direct effect on job satisfaction and pleasure among the employees of Ministry of Education. Also, the results showed that there was a relationship between each subscale of organizational culture ad job satisfaction as well as pleasure. Another finding was that the scores difference of job satisfaction among the managers was significant while the scores difference dealing with organizational culture ad pleasure was not significant. In addition, the difference of scores dealing with organizational culture features was not significant when it came to the dimensions of consistency, involvement, adaptability and mission. The mission feature and job involvement were categorized by the lowest and highest mean.

Keywords: organizational culture, job satisfaction, pleasure in job

INTRODUCTION

Human resources play a significant role in the success of organization science the human resource is able to educate and treat and it can develop the organizational goals and leads to the perfectionism through the accomplishing of tasks in a right way. One cannot achieve the goals without relying on incorrect methods for doing the tasks. The present study made use of Denison model to understand the Ministry of Education. The model was developed by Daniel Denison which evaluates the organizational culture on four dimensions, namely, involvement, adaptability, flexibility and mission. Three indexes were defined for each dimension. Today, organizational culture has been regarded as the common topic for all studies related to management like other issues. The analysis of organizational culture has gained the attention of research topics in the field of organizational behavior. The resent study embarked on reviewing the current situation of organizational culture in West Azerbaijan Ministry of Education along with examining the features of organizational culture and job satisfaction as well as pleasure.

Organizational culture is regarded as the climate within the organization in which individuals do tasks and their behaviors are formed which has significant effect on pleasure in organization. Sometimes, the low level of job satisfaction and pleasure of employees are regarded as one of the key issues in organizations. Thus, the present study was carried out to find out the answer to the question of whether there is any association between organizational culture and pleasures among employees. The organizational culture and job satisfaction as well as pleasure are regarded as independent and dependent variables, respectively.

Hapak defines job satisfaction as a complicated and multi-dimensional concept which has to do with psychological, physical and social factors. Only on factor does not bring about job satisfaction; rather, the combination of set of different factors lead to it in which individual feels satisfied and states that it is pleasant. The individuals express the satisfaction through relying on different factors such as income, the social rank of job, job conditions and products of employment over the time.
Pleasure is counted as one of the most important psychological needs of human due to its effects on human personality over the lifetime. The importance of happiness in human psychology and its potential effects on empowering human psychology, much attention has been given towards this concept in order to resolve the complexities and difficulties. The studies show that regardless of gaining the happiness, it can improve the health. People who are happy fell more secure, decide easily, enjoy much cooperative sense and feel much satisfied compared to people around them. The fundamental effect of happiness is to develop relaxation and comfort or people and development in community. As it is believed by many scholars, happiness in job context excludes the anxiety and people do the tasks in a much more motivated way to address their physical, psychological and social needs. What has remained intact is the way of pleasant living. Unfortunately, there is a wrong belief among people which states that to be happy is not among the behaviors of society while the holy statements have indicated that the believer should be much more open to pleasure and comfort.

Few studies have been conducted in the country to address the pleasant. The studies conducted in other countries led to the identification of some limited factors effect on pleasant., there are 10 factors among the identified cases over which emphasis has been given, namely, personality, self-esteem, religious beliefs, social capital, leisure time activities, economic status, job satisfaction, health, marital status and gender. It can be inferred that the most important factor is personality.

Considered as one of the important attitudes of job, job satisfaction can have inconvenient effects on the level of commitment. Job satisfaction can have make fundamental changes and the level of commitment with respect to the organization. Lack of attention towards the relationship can deviate the organization from its goal since employees are regarded as the main component of achieving the goals.

Research hypotheses

There is a relationship between organizational culture and job satisfaction among the employees of West Azerbaijan Ministry of Education.

There is a relationship between organizational culture and employees’ happiness among the employees of West Azerbaijan Ministry of Education.

There is a relationship between job satisfaction and employees’ happiness among the employees of West Azerbaijan Ministry of Education.

Conducted studies

Ardalan et al. (2008) examined the relationship between organizational culture and individual exclusiveness using Denison model. It was found that all four aspects of organizational culture existed across the universities. Also, it was concluded that the mission dimension was in the highest correlation with organizational uniqueness and involvement was ranked as the lowest correlation component.

Monavarian and Bakhtaei (2007) employed the Denison model in industrial management organization. The results manifested that this organization had its components in highest levels, namely, job involvement, adaptability, flexibility and mission. Industrial management organization has obtained the best position in job involvement and flexibility variables. However, it is needed to improve the integrity and continuum towards the achieving of goals. Also, it was concluded that the flexible-constant spectrum of industrial management organization was towards the flexible direction and there was no significant difference in local and outer focus spectrum.

In a similar study, Zebardast (2004) examined the relationship between organizational culture and performance of managers across Tehran senor high schools from the researchers’ perspectives. It was found that each subscales of organizational culture and performance were in correlation and that the organizational culture influenced the performance of managers.

Etemadi and Dianati carried out a study entitled as the effect of organizational culture, cooperation in budget as well as management accounting system and performance of managers. It was found that there was a positive relationship between management accounting system as well as organizational culture and performance of managers.

Hagigi (2007) examined the relationship between organizational culture and creativity as well as innovation from the perspective of managers and employees working in Shiraz University. It was concluded that there was a significant relationship between organizational culture and creativity from the managers and employees’ perspectives.

Rezei (2008) investigated the relationship between organizational culture as well as organizational context and creativity as well as innovation in Tehran University. The obtained results showed that organizational culture and its dimensions were in relationship with creativity and innovation of employees.
Keshani (2008) concluded in his study that male and female were different in terms of the level of job satisfaction and burnout. Female were highly satisfied and had less burnout compared to the male. Also, the single participants had lower levels of satisfaction compared to the married individuals. In general, there was a reverse relationship between job satisfaction and burnout. This means that in case the job satisfaction is in higher levels, burnout will be less and vice versa.

Abasi (2010) examined the level of job satisfaction on the part of the librarians in Mashhad Ferdowsi University. The study made use of questionnaire to collect the data and followed the survey research method. The results showed that there was a significant difference between the level of job satisfaction on the part of the librarians who make use of computer-based facilities and those who do not. Also, there was a difference between job satisfaction of librarians who enjoyed the expert manager in library and informing section and those who did not. There was a strong relationship between job satisfaction and performance of managers in libraries.

Another study conducted by Neshatdost and Kalantari (2011) focused on determining the affective factors of employees’ happiness in Steel Manufacturing Center. The results showed that there was a relationship between employees’ happiness and neurological illness, referring to consultant, optimism, belief in God, job stress, job satisfaction, family satisfaction, life satisfaction, weekly exercise, annual trips, non-academic studies and couple’s happiness.

Gilspy et al. (2008) concentrated on the relationship between organizational culture and customer satisfaction in constructing and auto sale industry. Denison model was used in this regard. The results indicated that the highest score in construction industry was attributed to the job involvement and mission and the lowest score was given to the flexibility.

Yilmaz and Organ (2008) examined the effect of Denison organizational culture model aspects on organizations’ performance. It was concluded that the highest and lowest scores were given to the flexibility and adaptability, respectively. Also, it was concluded that the mission aspect had the greatest impact on increasing the performance of productive centers. In addition, the capability of producing new products is affected highly by adaptability and flexibility dimensions.

Mclaren (2006) investigated the effect of organizational culture and creativity of private company. The results manifested that organizational culture had positive and direct effects on creativity and innovation variables. Also, the creativity variable had positive and significant effect on innovation variable.

Christian et al. (1987) examined the relationship between organizational culture and job satisfaction in one of the institutes of America. The results manifested that organizational culture was in positive and significant relationship with creativity and job satisfaction variables.

Another study was conducted by Tsong Chibal in Hongkong concerning the relationship between organizational culture, burnout and job satisfaction. The results indicated that cultural deviation resulted in high levels og burnout and low levels of job satisfaction.

**DESIGN OF THE STUDY**

The study is applied and descriptive in terms of the goal and quality of data collection. The study is descriptive and correlational. Since none of the variables is, manipulated in the study and the data deal with past, the studies are descriptive and past-viewing. Also, the study is that of applied n terms of the goal since the results can have implications or managers, decision-makers and planners.

The statistical population comprised of 360 employees in primary education deputy, junior high school department, planning and research, treating and physical exercise, development of support and financial management, primary education center of West Azerbaijan Ministry of Education. The sample size was obtained as 185 and the sampling method as that of stratified random sampling.

**Instruments**

First questionnaire: organizational culture questionnaire developed by the researcher classified based on Denison model of organizational culture. It involved 16 items. The reliability was obtained as 0.91 using Cronbach alpha coefficient. Also, the items were developed on Likert-five scale design ranging from strongly disagree to strongly agree.

Second questionnaire: the happiness questionnaire to evaluate the level of happiness of employees which was developed by Argil and Hills, involving 29 items. The reliability was obtained as 0.92 using Cronbach alpha coefficient. Also, the items were developed on Likert-five scale design ranging from strongly disagree to strongly agree.
Third questionnaire: job satisfaction questionnaire used to assess the level of job satisfaction developed by Gee Linz and translated by Mohamad Mogimi which involved 13 items. Also, the items were developed on Likert-five scale design ranging from strongly disagree to strongly agree.

The reliability of questionnaires were estimated as 0.91, 0.86 and 0.92 for organizational culture, job satisfaction and happiness questionnaires, respectively.

**Data analysis**

Descriptive and inferential statistics were used in the study. Descriptive statistics has to do with collecting and classifying the demographic features and inferential statistics is related to the accepting or rejecting of hypotheses. It is required to choosing the normal or non-normal status of statistical test. To do so, Kolmogorov-Smirnov test was used.

Variance analysis testy: since the organizational position in different departments has been assessed on multi-status nominal scale and that job satisfaction, employees happiness and organizational culture have been assessed on quantitative scale, thus, variance analysis test was employed.

**RESULTS**

First hypothesis: there is a relationship between organizational culture and job satisfaction.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Pearson correlation</th>
<th>Determining coefficient</th>
<th>Sample size</th>
<th>Level of significance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational culture and job satisfaction</td>
<td>0.446</td>
<td>0.199</td>
<td>185</td>
<td>0.000</td>
</tr>
</tbody>
</table>

Since the organizational culture and job satisfaction were examined on interval level, so Pearson correlation coefficient was used to study the hypothesis. According to the table above, there is a correlation $r=0.446$ with significance level of $p=0.000$ between the two variables. Since the level significance is less than 0.05, one can say that the correlation is strong. In other words, there is a positive relationship between organizational culture and job satisfaction so that the increase of organizational culture within organization sectors leads to the increase of job satisfaction.

Second hypothesis: there is a relationship between organizational culture and employees’ happiness

<table>
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<tbody>
<tr>
<td>Organizational culture and employees’ happiness</td>
<td>0.484</td>
<td>0.234</td>
<td>185</td>
<td>0.000</td>
</tr>
</tbody>
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Since the organizational culture and employees’ happiness were examined on interval level, so Pearson correlation coefficient was used to study the hypothesis. According to the table above, there is a correlation $r=0.484$ with significance level of $p=0.000$ between the two variables. Since the level significance is less than 0.05, one can say that the correlation is strong. In other words, there is a positive relationship between organizational culture and employees’ happiness so that the increase of organizational culture within organization sectors leads to the increase of employees’ happiness.

Third hypothesis: there is a relationship between job satisfaction and employees’ happiness

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<th>Level of significance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job satisfaction and employees’ happiness</td>
<td>0.252</td>
<td>0.063</td>
<td>185</td>
<td>0.001</td>
</tr>
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**DISCUSSION**
First hypothesis: there is a relationship between organizational culture and job satisfaction.

Since the organizational culture and job satisfaction were examined on interval level, so Pearson correlation coefficient was used to study the hypothesis. There is a correlation r=0.446 with significance level of p=0.000 between the two variables. Since the level significance is less than 0.05, one can say that the correlation is strong. In other words, there is a positive relationship between organizational culture and job satisfaction so that the increase of organizational culture within organization sectors leads to the increase of job satisfaction. The results obtained from this hypothesis are in line with the one reported by Zarei Matin (2005). It was found in that study that the studies concerning with the relationship between organizational culture and job satisfaction indicated that in case the organizational culture is strong and is highly integrated and that the organization members have consensus over the importance of factors dealing with organizational culture, then organizational culture can fulfill the needs of organization on members and lead to the increase of job satisfaction. Also, Azizi and Bekrizade (2004) reported similar results in that there is a relationship between organizational culture (the power distance, individualism, avoidance of non-confidence and masculinity) and job satisfaction (job, management, colleague, development and payment).

Also, the results are consistent with the ones concluded by Sardati who reported that there was a positive relationship between organizational culture components and subscales of job ego, official discipline, group dynamic, creativity and innovation, norms and values, and job satisfaction. In addition, the results corresponded to the results of study conducted by Zamini et al. (2010) concerning the relationship between organizational culture (intellectual culture, ideological culture, hierarchal culture and cooperative culture) and job satisfaction as well as burnout among the employees of Tabriz University. Furthermore, Christian et al. (1987) drew similar conclusion in that the showed that the organizational culture had positive relationship with creativity and job satisfaction.

Second hypothesis: there is a relationship between organizational culture and employees' happiness

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Third hypothesis: there is a relationship between job satisfaction and employees’ happiness

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Suggestions

Since there is a significant relationship between organizational culture and job satisfaction from the perspective of employees, it is suggested that managers and top officials of Ministry of Education modify the organizational culture for increasing the innovation and reduce the limitations dealing with the restricting rules and
principles. Since the mean of job involvement is less than the mean of other feature of organizational culture, managers should develop the empowering, tam making and individuals' capabilities and enable them to make decisions on organizational levels so as to improve the organizational culture.

Since there is a relationship between organizational culture and happiness from the perspective of employees, it is recommended that the managers and top officials of Ministry of Education take part in workshops as to get familiar with organizational culture and act in a way that the assigned tasks are in line with organizational goals so that the organizational culture is improved accordingly. The reason arises from the fact that in case an organization tends to make changes, organizational culture should undergo changes. In other words, one should seek for the failure and success of organization in its culture. Thus, he manager can release themselves from the limitation through sticking to the culture and offer better solutions for development. Also, the managers should make use of the mechanism proper for doing the activities such as the wage payment, standardizing the activities and face-to-face discussions. These lead to the employees’ happiness. Other ways of expanding the cultural management in organization are establishing the social integrity and group cohesion which assist the employees to enjoy the self-esteem, qualification and power.

Since there is a relationship between job satisfaction and employees’ happiness in Ministry of Education, it is suggested that the managers and top officials act in a way that the wages are distributed equally based on the jobs; quality. One can mention to the wages in the form of added wage, encouraging vacation, written encouragements and real appreciation. These components can enhance the rewarding system which leads to the job satisfaction. One of the other instruments for managers to perceive the needs of employees is to increase the job life quality which had to do with the increasing of job satisfaction and happiness. Followings are the suggestions offered from other studies and organizations.

**Suggestions for other studies**

Conducting the study in other cities and locations

Conducting the study using other instruments

Since the study was limited to the Ministry of Education, it is suggested that the research is conducted in other cities and compared with the present study

**Limitations of the study**

In scientific studies where the study design is chosen as survey, a number of issues take place which might result in detrimental fields. There was no detrimental aspect in the present study, but there were a number of limitations in this regard which are listed as follows.

Since the participants were not frank enough for filling out the questionnaire and that the population was limited to the Ministry of Education, the results could not be generalized.

The complexity of the procedure of questionnaire distributing was another field of limitation. It was attempted to establishing a way for respondents to be accurate enough.

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