Impact of Organizational Culture on Job Satisfaction among the University Faculty Members – An Empirical Study

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Abstract

Organizational culture and job satisfaction are the very critical factor for any university. The purpose of the study was to find out prevailing organizational culture among the faculty members of the Universities and between Public and Private Universities, to understand the correlation between Organization culture and Job satisfaction and to suggests the remedies for improving the organizational culture and job satisfaction The present study was conducted on 368 faculty members of Indian private and government universities randomly drawn using questionnaire method. The results obtained indicates that the faculty members of both private and government universities were experiencing moderate level of OCTAPACE culture and also moderate level of job satisfaction and dominant culture components includes Openness and Risk taking, Confrontation, Pro-action, Collaboration and Experimentation. No differences were found between male and female faculty members on the dimensions of job satisfaction and organizational culture. It was further explored and found that there is significant positive correlation exists between organizational culture and job satisfaction.

Keywords: Openness and Risk Taking, Trust, Autonomy, Organizational Culture, Job Satisfaction

1. Introduction

1.1 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. The term 'job satisfaction' is quite frequently used for individual attitudes towards the specific aspects of total work situation. Since the time when the occupation of individuals became a socially significant phenomenon, social scientists focused their attention on the problem of job satisfaction. 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." Schneider et al. (1975) defined job satisfaction "as a personal evaluation of conditions present in the job or outcomes that arise as a result of having job".

Further, they explain that job satisfaction has to do with individual′s perceptions and evaluation of his job and this perception is influenced by the person‟s unique circumstances like needs, values and expectations. Locke (1976) defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one‟s job or job experience". Kerego and Muthupha (1997) described job satisfaction as feelings of employees about the environmental factors. Ivancevich et al. (1997) stated that job satisfaction is something due to which a worker feels that how well he/she is in an organization. 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. Jiang and Klein (2000), Chang and Lee (2007), and Mansoor and Tayib (2010) etc. A dissatisfied teacher cannot produce healthy and satisfied minds. Robbins (2001) suggested that at the organizational level, organizations with more satisfied employees tend to be more effective than organizations with less satisfied employees. In another research study the researcher noted that satisfied employees tend to be more productive, creative, and committed to their employers. Bhatti and Qureshi (2007) noted that job satisfaction leads to productivity through bringing high quality motivation and through enhancing working capabilities of employees.

1.2 Organization Culture:

According to John (1992), "Organizational culture has received extraordinary attention ever since the concept was proposed by American scholars in 1980's. By contrast with the management practice in Japanese companies, the concept of organizational culture was proposed and related theories were developed. The academia and managerial practitioners have reached the consensus that organizational culture is the core competency for an organization. It will impact effectiveness or performance of the individuals, the groups and the whole organization. There is no single definition for organizational culture. The topic has been studied from a variety of perspectives ranging from disciplines such as anthropology and sociology, to the applied disciplines of organizational behaviour, management science, and organizational commitment. The following definitions are views of authors from the applied sciences.

Disciplines and are more relevant to the scope of this research document. Afterwards, the publication of Organizational Climate and Culture, Schneider (1990) provided a thoughtful analysis and integration of the development of organizational culture theory and research. A decade after Pettigrew (1979) first introduced the concept of organizational culture to the literature, his conclusions in that book were, "The most serious cause for concern is the lack of empirical study of organization culture in the 1980's" Pettigrew, (1990). This article reports the results of such an empirical study examining an important cultural effect thought to influence organizations' productivity. Robbins (2003) postulated that culture, as a concept, has had a long and chequered history. In the last decade, it has been used by some organizational researchers and managers to indicate the climate and practices that organizations develop around their handling of people or to refer to the espoused values and credo of an organization. Schein (1999) defined culture as a pattern of shared basic assumptions that the group learned as it solved problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. Mullins (1999) defined organizational culture as the collection of traditions, values, beliefs, policies, and attitudes that constitute a pervasive context for everything one does and thinks in an organization. Aswathappa (2003) referred to culture as a complex whole which includes knowledge, belief, art, morals, law, custom, and other capabilities and habits acquired by man in a society. The OCTAPACE culture is characterized by the occurrence of openness, confrontation, trust, authenticity, pro-activity, autonomy, collaboration and experimentation, it deals with the extent to which these values are promoted in the organization (Pareek& Rao 1983).

Openness & Risk Taking: Employees feel free to express their ideas and the organization is willing to take risks and to experiment with new ideas and new ways of doing things.

Confrontation: Employees face the problems and work jointly with others concerned to find its solution. They face the issues openly without hiding them or avoiding them for fear of hurting each other.

Trust: The employees department and groups trust each other and can be relied upon to 'do' whatever they say they will do.

Authenticity: Authenticity is the value underlying trust. It is the willingness of a person to acknowledge the feelings he/she has, and to accept him/her as well as others who relate to him/her as persons.

Pro-action: Employees are action – oriented, willing to take initiative and to show a high degree of pro-activity. They anticipate the issues and act or respond to the needs of the future.

Autonomy: Autonomy is the willingness to use power without fear, and helping others to do the same. Employees have some freedom to act independently within the boundaries imposed by their role/job

Collaboration: Collaboration involves working together and using one another's strength for a common cause. Individuals, instead of solving their problems by themselves, share their concerns with one another and prepare strategies, work out plans of action, and implement them together.

Experimentation: Experimentation as a value emphasizes the importance given to innovation and trying out new ways of dealing with the problems in the organization.

2. *Literature Review:*

Zafar, S. & Vikramjeet, (2017) conducted a study on 526 faculty members of Public and Private higher educational institutions of India and reported moderate level of job satisfaction among them they also found that private educational institutions faculty members were more satisfied than their government higher educational counterparts.

Behzadi et al. (2012) found no significant relationship between organization culture & job satisfaction among physical education office staff of Mazandaran Province.

Khalid et. al. (2012) conducted a study on 108 faculty members to investigate the relationship between various facets of job satisfaction among university academicians in Punjab Province, Pakistan. Results of the study indicated that a pay differential does exist between private and public universities in Pakistan. Academicians in private sector universities were more satisfied with their pay, supervision, and promotional opportunities than the academicians of public university. On the other hand, academicians in public sector universities were found more satisfied with co-worker's behavior and job security.

Sabri et al (2011) conducted a research on 347 teachers to determine the effect of organizational culture on job satisfaction level of teachers of public and private sector higher education institutes and universities of Lahore which is second largest city of Pakistan and a hub of higher education. Supportive organizational culture may raise the level of job satisfaction of teachers and satisfied teachers may produce healthy, satisfied and creative minds. Empirical findings show that organizational culture is categorized into two components i.e. organizational culture related to managers and leaders (OCM) and organizational culture related to employees (OCE). In this study effect of both kinds of culture on job satisfaction is positive and significant.

Tsai (2011) studied 200 hospital nurses in Taiwan to find out Job satisfaction, organization Culture and leadership behavior among them. He found that there is positive significant relationship between organization culture and job satisfaction. He further found that job satisfaction level among nurses is high and they endorse the culture as positive.

Mansoor and Tayib (2010) in their study on indirect tax administration in Malaysia observed strong positive impact of organizational culture on the job satisfaction.

Bake and Nalla (2009) studied the relationship between organizational culture and job satisfaction among police officers working in various cities in two Midwestern states in United States . Data for the study was gathered from 669 respondents in five medium and large sized police organizations in two adjacent Midwestern States. More specifically, police officers' (supervisors and non-supervisors) perceptions about organizational factors of job satisfaction was examined and suggested that organizational characteristics are better predictors of job satisfaction than individual factors.

Aoms and Weathington (2008) in their study on teaching Fraternity of University of Tennessee at Chattanooga argued that the organization with strong and suitable culture positively affects not only the satisfaction of the employees but also the job commitment of the employees with the organization.

Chang and Lee (2007) in their research on business professionals in Taiwan emphasized over the group oriented culture in the organization for raising the employees" job satisfaction. However, they find a positive relationship between the culture of the organization and job satisfaction.

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Lund (2003) made an empirical study of the impact of organizational culture types on job satisfaction in a survey of employed and contracted physicians in the American firms and found that "managing" organizational culture is an important building block for reinforcing positive physician attitudes and preferences which ultimately leads to their overall satisfaction.

Jiang and Klein (2000) in their research on 500 randomly selected Information system personnel from the roster of the American Institute for Technology Professionals (AITP) in the United States argued that supportive culture of the organization increases the satisfaction level of the employees and decreases the turnover ratios from the organization.

2.1 Objective of the Study

To compare the prevailing organizational culture between public and private Universities
To compare the level of Job satisfaction between Public and Private Universities
To understand the correlation between Organization culture and Job satisfaction
To suggests the remedies for improving the organizational culture and job satisfaction

3. Research Methodology

3.1 Sample

Faculty Members of various Public & Private Universities of India with more than two years of experience were used as a subject. The questionnaire was distributed among 410 faculty members in various public and private universities but only 385 filled responses were returned. After scrutiny of the filled questionnaire, 368 of them were used for the proposed study.

3.2 Procedure:

Faculty Members working in various public and private universities of India were selected as a sample keeping in mind the availability of the data, cost and distance for the data collection. Only faculties with more than two years of experience were taken in to consideration. The data were collected using survey method. Each of the respondents was contacted by the Researcher and the data was collected through questionnaire. They were asked to fill the questionnaire after going through carefully the given instructions on each scale separately. They were also assured of confidentiality of their responses.

3.3 Tools Used:

Organizational Culture: Parsec and Rao (1983) developed OCTAPACE profile consisting of 40 items instrument that gives the profile of organizational ethos in 8 values, were used in the study. The total value of an individual will vary between 40 – 200.

Job Satisfaction Scale: Scale on Job Satisfaction developed by Singh (1989) was used in the study. This questionnaire consists of 20 items that measures the degree of job satisfaction. Each item was rated on five point rating scale ranging from highly satisfied to highly dissatisfied with a weighted score of 5 to 1, the total score of an individual varies from 20-100.

3.4 Analysis Of The Data:

The collected data were tabulated as per the research design to meet out the objectives of the study and suitable statistical tools like Mean, Median, S.D., Correlation, t-test etc. were applied using SPSS 18.00 software.

3.5 Result And Discussion:

The present study was an exploratory research and mainly concerned to explore the kind and types of organizational culture, and job satisfaction among the Faculty Members of Public and Private Universities. Further efforts were made to find out the nature and relationship with the variables under investigation and demographic characteristics like gender and qualification etc. Based on the outcome of the statistical analysis, the obtained result was discussed in the light of literature review and other novel findings.

4. Results and Discussion

Table 1: Showing Mean, SD and T Value on the dimensions of Organizational Culture and Job Satisfaction among Faculty Members of Private and Government Universities.

DIMENSIONS	MEAN (Private University) N-229	SD	MEAN (Government University) N-139	SD	T Value
Openness & Risk Taking	14.65	2.46	14.25	2.70	1.42
Confrontation	14.38	2.49	14.01	2.43	1.44
Trust	13.32	2.56	13.39	2.22	.29
Authenticity	12.43	2.76	12.75	2.66	1.10
Pro- Action	15.34	2.48	14.08	2.79	4.37*
Autonomy	12.96	1.86	13.37	2.11	1.88
Collaboration	13.68	2.21	13.25	2.57	1.63
Experimentation	13.97	2.50	13.27	2.35	2.70**
Total OC	110.64	13.81	106.78	13.57	2.62**
Job Satisfaction	68.53	12.84	64.38	19.28	2.25**

It is evident from the Table 1 that faculty members of both type of Institutions are scoring high in the dimensions of Openness & Risk Taking, Confrontation & Proactively dimension Respectively Whereas the scores on dimensions Experimentation & Collaboration are High in case of Public/ Government Universities. In all other dimensions i.e Trust, Authenticity & Autonomy, the mean scores were found to be low for both the type of institutions. But if we compare both type of Institutions, The faculty members teaching in Private Universities were shown scoring high in Openness & Confrontation dimension. But the mean score in case of Pro activity dimension is very high for Private universities. This is possibly because *Pro action* dimension which means the level to which employees take initiative and are action oriented. The Private Institutions are known for their strategies & preparedness for facing allanticipated challenges. They keep on introducing new courses, conducting FDP's , Training & Placement activities for their students , establishing admission offices at various places and sending Faculty members on duty there months before the actual admission dates and preparing the teaching modules etc. accordingly. This High proactivity score also favours the opening up of many Private Universities in India which started up as small Institutions few years back. This shows that only those Institutions who are action oriented & will take new Initiatives, shall survive in future.

Openness i.e the extent to which an organization allows employees to express their opinions, ideas, feelings, and conducting new activities is found slightly more in Private Universities. The Public Universities have also scored high in this dimension which indicates that the faculty members can express their ideas without any fear of losing their jobs or any type of scolding by the management of the university. The main reason behind such expressiveness could be their Job Security, Financial stability & less Pressure. The faculty teaching in Public universities also scored high in *Confrontation* dimension i.e the level to which employees are empowered to take up challenges, solve problems, and confront similar situations. The Public University Faculty scored high in Collaboration & experimentation dimension which shows that in Public Universities faculty can work together supporting the principle of *Espirit de Corps*. These findings again reveal that a faculty member teaching in Public University feel more confident while taking up new initiatives. Such initiatives could be related to conducting university youth festivals, worker's participation in management decision-making , taking students on tours, field trips, excursions , confronting management or Government on issues of salary hike, working conditions, research grants etc. This result supports the findings of Bhalla and Nazneen (2013) in OCTAPACE study of retail employees in India, in which they found that the most dominant components of culture were confrontation, openness, experimentation, and pro-action. Also, Srimannarayana (2008) in their study reached to a conclusion that manufacturing sector scored a higher rank as compared to Service & IT sectors while measuring on OCTAPACE culture.

It is also clear from the Table that significant difference of Means were found on organizational culture and private institutions faculty members were shown experiencing better organizational culture than government institutions faculty members. Significant differences of means were also found on the dimensions of pro-action and experimentation and private institutions faculty members were shown experiencing high level of culture.

Significant difference of mean were also found on Job satisfaction dimension and surprisingly faculty members of private university institutions were shown high level of job satisfaction than their government institutions counterparts. During the interaction with the faculty members of the private institutions it was observed that majority of the faculty members working in the private institutions belongs to the same or nearby town and not willing to move to distant place where they may get better salary and work environment. Being local can be one of the biggest reasons of higher JS among faculty members as compared to JS of Public University faculty. When someone gets Federal/ Government Job in present era, due to multiple lifelong benefits, One doesn't hesitate to move at faraway place with family because Government Job & Benefits related to this kind of Job are very lucrative in nature. These findings match with study findings of a study conducted by Nazneen & Singh (2014) in which they found JS level of faculty teaching in Private Institutions on a bit higher side as compared to faculty teaching in Private Institution of U.P.

Table 2: Showing Mean, SD and T Value on the dimensions of Organizational Culture and Job Satisfaction among Male and Female Faculty Members

DIMENSIONS	MEAN (Male)N-174	SD	MEAN (Female)N-194	SD	T Value
Openness & Risk Taking	14.57	2.38	14.44	2.71	.45
Confrontation	14.49	2.31	14.01	2.59	1.87
Trust	13.65	2.21	13.08	2.59	2.26**
Authenticity	12.86	2.73	12.27	2.70	2.05**
Pro- Action	14.94	2.63	14.80	2.71	.49
Autonomy	13.17	1.92	13.06	2.01	.53
Collaboration	13.52	2.37	13.68	2.35	.02
Experimentation	13.68	2.67	13.73	2.26	.20
Total OC	110.41	13.19	108.09	14.32	1.61
Job Satisfaction	67.37	16.01	66.59	15.44	.48

It is clear from the Table 2 that both Male and Female faculty members have shown moderate level of organizational culture and job satisfaction. Authenticity, Autonomy and Trust were perceived by male and female faculty at low level. And the significant difference of means were found on the dimension of Trust and Authenticity and Male faculty members perceiving Trust and Authenticity greater than the female counterparts inspite of the fact that it is perceived as poor. No significant difference of means was found between Male and Female faculty members and the level remains moderate.

Table 3: Showing Mean, SD and T Value on the Dimensions of OC and Job Satisfaction Among Ph.D. and Non Ph.D. Faculty Members.

DIMENSIONS	MEAN (Ph.D) N-126	SD	MEAN (Non-Ph.D) N-242	SD	T Value
Openness & Risk Taking	14.71	2.55	14.39	2.56	1.13
Confrontation	14.43	2.41	14.14	2.50	1.07
Trust	13.60	2.28	13.21	2.50	1.50
Authenticity	13.02	2.59	12.31	2.76	2.43**
Pro- Action	14.71	2.73	14.94	2.64	0.77
Autonomy	13.80	1.79	12.76	1.96	5.09*
Collaboration	13.71	2.44	13.42	2.31	1.09
Experimentation	13.68	2.32	13.72	2.54	0.15
Total OC	109.75	14.73	108.89	13.64	0.55
Job Satisfaction	72.53	11.87	64.06	16.65	5.07*

If we look in to the Table 3 Faculty members with Ph.D. and Non Ph.D, degree were perceived moderate level of organizational culture. Openness and Risk Taking, Proaction and Confrontation were found to be high in the case of both Ph.D. degree and non Ph.D. degree holder faculty members. The significant difference of means were found on the dimension Authenticity and Autonomy and Ph.D. degree holder faculty members have shown higher level of perception of culture on these dimensions.

It was found that Ph.D. degree holder faculty members were shown moderately high level of job satisfaction while non Ph.D. degree holder faculty members shown moderate level of job Satisfaction. The difference between both the mean wer found to be significant at .01 level of significance. It was observed that faculty members working in the Universities with Ph.D degree were enjoying more salary and increments as per UGC/AICTE rules and were busy in research activities because they were given Ph.D. scholars and hence their need of research was being fulfilled . Their load of teaching and administrative tasks was lesser as they were justifying their salaries being a guide to research scholars. On the other side, the faculties without Ph.D. degree were under pressure of management, overburdened with lot of unnecessary committees and though most of them were also registered for Ph.D. degrees but not getting enough time to pursue their research. . Thus the faculty members with Ph.D. degree were showing Higher level of Job satisfaction as compared to faculty members without Ph.D. degree.. This finding supported the research conducted by Nazneen and Singh (2014).

Table 4: Showing Correlation Between Organizational Culture and Job Satisfaction Dimensions among the Faculty Members.

VAR.	JS	O	C	T	A	P	A	C	E	TOT OC
JS	1.000	.243*	.209*	.233*	.123	.189	.239*	.260*	.131	.244*

*: Significant at .01 level of significance

It is clear from the Table 4 that Job satisfaction were found to be positively and significantly correlated with the organizational culture components like openness and risk taking, confrontation, trust, autonomy and confrontation. Over all organizational culture and job satisfaction were found to be correlated significantly with job satisfaction means if the level of perception about the organizational culture will go up the level of job satisfaction of the faculty members of the universities will also go up.

4.1 Conclusion and Suggestions

On the basis of the above results and discussions it was concluded that the faculty members of Private As well As Government University were experiencing Moderate level of Job satisfaction and Organizational Culture. Significant differences of means were observed on the Pro-action and Experimentation and faculty members of private university were experiencing higher organizational culture than their government university counterparts. Significant differences were also observed between private and public university faculty and private university faculty were shown high level of job satisfaction. No differences were observed on the dimension of organizational culture and job satisfaction and both Male and Female faculty were shown moderate level of satisfaction with job and culture. No significant difference of means were observed between Ph.D. degree holder and Non Ph.D. degree holder faculty members and on organizational culture but significant differences were found on the dimension of job satisfaction level and faculty members with Ph.D. degree were having high satisfaction than non Ph.D. faculty members. Positive correlation were found between organizational culture and job satisfaction means if the level of perception of organizational culture will go up the level of job satisfaction will also go up.

Based on the above results it is suggested that to develop better organizational culture in universities, it is the responsibility of the top leadership to explore the missing OCTAPACE factors and try to implement positive policies and practices with the help of OD Interventions as well as OD practitioners. Job satisfaction level was found to be moderate. To increase the level of job satisfaction amongst university faculty a more comprehensive study including

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