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## Predicting Factors of Job Satisfaction through Organizational Culture: A Case of Malaysian Private Learning Institution

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### ABSTRACT

The paper attempts to explore the dimensions of organizational culture and job satisfaction among employees in one of the private learning institutions in Malaysia. The study utilized Organizational Culture Index (OCI) developed by Wallach (1983), which comprised of bureaucratic, innovative, and supportive cultures. Multistage sampling has been used to select the sample for the survey designed. Questionnaires were distributed to 118 employees, however, only 77 yielded valid responses. The data were then analyzed with the Pearson-Product Moment Correlation test and Multiple Regression tests using the enter method through the *Statistical Package for the Social Sciences* (SPSS) version 22.0. The findings of the study show that bureaucratic organizational culture has a positive and a moderate relationship with job satisfaction, while, innovative and supportive organizational cultures have positive and high relationships with job satisfaction. In addition, multiple regression analysis indicates that innovative and bureaucratic organizational cultures are the predictors that enhance job satisfaction among the employees in the current private learning institution. Hence, this had called upon the management of the particular learning institutions to foster on innovative and bureaucratic organizational cultures in order to enhance the employees' job satisfaction that will result in higher organization's productivity. Further study to replicate the research in various industries in Malaysia to explore more on the employees' job satisfaction is suggested. Future studies can also examine organizational culture with other variables such as leadership style, organizational commitment, and employee engagement in the Malaysian setting.

**Keywords:** *Bureaucratic culture, innovative culture, job satisfaction, organizational culture, supportive culture*

### INTRODUCTION

Malaysian higher learning institutions are now becoming one of the sectors that is rapidly developed (Mat Ali & Panatik, 2015). Hence, many public and private universities or colleges have been established to perform and meet the expectation of the national education standards, to stay competitive in the rapidly global economy and demands of new technology that require workforces to have vigorous institutional knowledge (Becker, 2007; Mapalase & Hay, 2006). According to the website of Malaysian Qualifications Register's (MQR), there are currently 378 colleges or institutions in Malaysia (MQR, 2016). All these

universities and colleges have carried out numerous efforts to increase their ranking as a center of knowledge, locally and internationally, whereby this is aligned with the initiatives of the government to build a knowledge-based economy through the higher education system (Austin, Chapman, Farah, Wilson, & Ridge, 2014).

Employees leave organizations for many reasons, one of it could be possibly due to dissatisfaction and unhappiness with their job. Previous studies show that job satisfaction is strongly and inversely related to employee's turnover intention (MacIntosh & Doherty, 2010; Silverthorne, 2004). In addition, Medina (2012) argues that organizational culture is one of the important determining factors that influences the job satisfaction, and reduces the employee's turnover intention. This has shown that the success of the higher learning institutions' goals cannot be achieved without highly committed and satisfied employees. Thus, the satisfaction of employees towards their job is very crucial and valuable to the study. This has been explained by Syed et al. (2012) that employees' job satisfaction is the most vital aspect in the higher learning institutions as it helps to improve the efficacy and effectiveness of the higher education system. Hence, retaining highly satisfied workforce as a source of human resource in universities is very influential (McFarlin, Coster, Rice, & Cooper, 1995), whereby the employees' job satisfaction, their commitment, and retention will affect the academic institutions (Saner & Eyupoglu, 2012).

According to Aksoy, Apak, Eren, and Korkmaz (2014), organizational culture can help to instill the organization's core value in the employees by shaping the collective attitudes and behavior of the employees in the organization. Hence, the management of the organization must shape and built the favorable culture for the employees to achieve the organizational objectives and goals. This is because the organizational culture has a great influence on how people think, behave, and carry themselves as being part of the organization.

In addition, Deal and Kennedy (2000) further added that an organization can be improved by having a strong organizational culture. Thus, an organization needs to emphasize on organizational culture in order to attain positive job satisfaction as this will lead to high performance and employees' commitment (Ezirim, Nwibere, & Emecheta, 2012; Snipes, Oswald, LaTour, & Aremnaksi, 2005). This has been shown in numerous past studies that organizational culture and job satisfaction has a significant relationship (Chang & Lee, 2007; McKinnon, Harrison, Chow & Wu, 2003). Hence, when the employees perceived higher in the organizational cultures, their degree of job satisfaction will be increased. Thus, the success of an organization highly depends on the types of organizational cultures that are practiced by the organizations.

Although many past studies have been conducted, majority of it is based in developed economic countries such as Western Europe and America. In addition, numerous past studies that explore the concept of job satisfaction focused on the Eastern countries like Taiwan (Chen & Silverthorne, 2008), China (Liu, Tang, & Zhu, 2008), and the Middle East (Abdulla, Djebarni, & Mellahi, 2011; Tlaiss, 2013) has also been found based on various industries. However, the studies that analyze the employees' job satisfaction, particularly in Malaysian higher learning institutions are still scarce and not fully discovered (Wong & Teoh, 2009). Therefore, this study aims to uncover the voids by identifying the relationship between organizational culture and job satisfaction of employees in one of the private learning institution in Malaysia. In addition, the study also intends to find out the predicting factors of organizational culture that influence the employees' job satisfaction.

## LITERATURE REVIEW

### *Organizational Culture*

Organizational culture is the set of values, beliefs, and principles underpinning an organization's management structure (Adkins & Caldwell, 2004). In addition, Schein (2010) defined organizational culture as the shared beliefs and values among the members of its organization and they are integral to the distinct identity of an organization. Belias and Koustelios (2014) stated that culture is considered as an intangible nature of the organizational environment in which a group of people live and work together. In the organizational context, culture is defined as the process of influencing and interacting with employees and the organization they work for. Thus, it is crucial to identify the organization's specific culture (Tharp, 2009). Organizational culture, therefore, is defined as a set of values to help an organization to run effectively (Schneider & Reichers, 1983). Thus, it can be concluded that organizational culture has to be developed in order to support the organization and to bring continuous improvement to the organization.

There are three (3) categories of organizational cultures, namely, bureaucratic, innovative, and supportive (Priem, 2010; Wallach, 1983). Bureaucratic culture is an organizational culture which is hierarchical and compartmentalized. There is a clear responsibility and authority in this culture. The work is systematically organized, power and control are often practiced by the organization. This type of organizational culture is usually stable, cautious, mature, power-oriented, established, solid regulated, ordered, structured, procedural, and hierarchical in nature.

Innovative culture refers to a culture that is creative, results-oriented, and has a challenging working environment. This culture is dynamic and exciting. It can be characterized as being entrepreneurial, ambitious, stimulating/motivating, driven, and risk taking in this cultural environment.

Supportive culture is a culture that exhibits teamwork, people-oriented, encouraging, and trusting working environment. This culture is warm, "indistinct" place to work. People are usually friendly, fair, and helpful. Supportive cultures are related to openness, harmony, trust, safe, equitable, sociable, encouraging, relationships-oriented, humanistic, collaborative, and likened to an extended family.

### *Job Satisfaction*

According to Locke (1976), job satisfaction is a positive or pleasurable reaction resulting from the appraisal of the one's job, job achievement, or job experiences. Spector (1997) supports the view by defining that job satisfaction is how people feel regarding their jobs and different aspect of their jobs which lead to the satisfaction or dissatisfaction with the jobs. In addition, Kaliski (2007) defined job satisfaction as a key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment. Hence, it can be concluded that job satisfaction is directly related to employees' productivity and their personal well-being. Job satisfaction implies doing a job one enjoys, doing it well, and being rewarded for one's efforts. It is further implied to enthusiasm and happiness with one's work.

For instance, Parvin and Kabir (2011) conducted a study to evaluate job satisfaction of employees in various pharmaceutical corporations. The study focused on the relative significant factors of job satisfaction and their effects on the job satisfaction of employees in general. The findings revealed that payment, work efficiency, firm supervisor, and

relationship with co-workers are the major contributing factors towards job satisfaction. The result also showed that employees overall job satisfaction were at a positive stage. Based on the discussion, it is significant for the management of the pharmaceutical company to provide various kinds of contributors as mentioned to satisfy their employees' need. As the satisfied employees will help to build their morale with the organization and will enhance the organizational performance in the long run.

In addition, Vasiliki and Efthymios (2013) conducted a study to examine the job satisfaction of public administrative officers in the Greek Ministry of Employment and Social Affairs by utilizing the Job Satisfaction Survey developed by Spector (1985). The findings revealed that the job satisfaction among the respondents is at the moderate level. Furthermore, the findings also showed that the nature of work (intrinsic factor) and two extrinsic factors, namely supervision and co-worker relationship, are the facets that influence the job satisfaction. However, this contradicted with a study by Herzberg (1966) which stated that salary, supervision, and relationship with colleagues could cause dissatisfaction among employees and those elements must be eliminated from the working environment.

However, the recent empirical research that by Wan Yusoff, Tan, and Mohamed Idris (2013) indicated that the extrinsic factors that are found to cause job dissatisfaction actually contribute to the job satisfaction of employees. This coincided with the findings of Tan and Waheed (2011) which indicated that extrinsic factors were the most dominant factors that influence the employees' job satisfaction in the Malaysian retail sectors. In addition, working condition is the most significant extrinsic factors that motivate the job satisfaction, followed by recognition, company policy, and payment.

Based on the discussion, the superiors need to take care of the employees' needs, as happy and satisfied employees will perform better in their work. Besides, better workplace environment, flexible working schedule, incentives and rewards in term of monetary contribution will make the employees satisfied. Thus, it can be said that employees who perceived highly on the value of money are most satisfied with the payment and job. This explains the positive relationship between the variables.

In addition, Hossain (2014) carried out a study on job satisfaction and the impacts on the overall satisfaction of employees in Bangladesh public and private banks. The findings of the study indicated that work conditions, pay, equality, and promotion have significant influence on employees' job satisfaction. In addition, the study also showed that the level of overall job satisfaction of the bank employees is at the positive level. Based on the notion stated, it had called upon the management of the banking institutions to understand the factors that can help to motivate their employees in order for them to achieve work satisfaction. Hence, it will help to instill the employees' loyalty and help to boost the quality of bank services and enhance customer satisfaction.

In the recent study, Mat Ali and Panatik (2015) identified the level of job satisfaction among Malaysian academic staff in public and private universities. A sample of 100 public and private academic staff had been chosen as the respondents of the study. The results of the study showed that the work values among public and private academic staff are at the moderate level, and are similar. In addition, the correlation results also showed that there is a significant moderate relationship between overall work values and job satisfaction. Regression analysis proved that self-esteem, under the terminal work values, is the predicting factor that contribute significantly to the job satisfaction of academic staff.

Based on the above notion, it can be concluded that fulfillment of the need for self-esteem among academic staff in Malaysian education context is pivotal in increasing their job satisfaction. This is because high self-esteem will make an individual more willing and have the interest to try new things in life. In addition, high self-esteem can help individual to gain confidence which consequently leads to the enhancement of job satisfaction.

Based on the discussion of past studies, the various results of the literature have urged the researchers to consider the intrinsic and extrinsic factors as one set of determinants in order to improve the overall job satisfaction of the employees.

#### *Organizational Culture, Job Satisfaction, and Organizational Outcomes*

In a nutshell, past literature suggests that empirical outcomes pointed towards organizational cultures with various variables, particularly emphasizing on job satisfaction, organizational commitment, leadership style, turnovers or retention to name a few. For instance, Wallach (1983 as cited in Sabri, Ilyas, & Amjad, 2011) claimed that job performance and job satisfaction are related to organizational culture. Besides, Sempene, Rieger, and Roodt (2002) have also stated that there is a close relationship between job satisfaction and organizational cultures, where job satisfaction is the aftermath of the organizational culture.

Habib, Aslam, Hussain, and Ibrahim (2014) tried to investigate the relationship between the impact of organizational culture on job satisfaction, employees' commitment, and the retention of the employees in the organization through a random sample design on different organizations. The results showed that there is a positive and significant correlation between all the variables mentioned. When organizational culture is positive, it will enhance the employees' commitment and job satisfaction which will raise the productivity of the employees.

Based on the notion stated above, organizations should embed organizational culture as part of their strategy to achieve an organization's performance and nurture the future human capital. This is because organizational culture will help to gain morale and instill the positive core value for the development of the employees and the organizations, whereby this will have a significant impact on attracting prospective employees as well as retaining the current employees.

Rastegar and Achayan (2012) carried out a study to investigate the relationships between organizational cultures (bureaucratic, innovative, and supportive) and the organizational commitment to the training and education industry in Iran. The findings revealed that supportive and innovative organizational culture has a positive relationship with the organizational commitment. However, the bureaucratic organizational culture has a positive, but weak correlation with the organizational commitment. Based on the discussion above, the management of the university needs to focus on the behavior of the workers, rather than an emphasis on the requirements of the job description task. Hence, it is timely for education institution to engage and encourage the appealing organizational cultures to nurture the better working environment and increase the employees' commitment to the survival of the organization.

Another study conducted by Alvi, Hanif, Adil, Ahmed, and Vveinhardt (2014) study discussed the impact of organizational culture, organizational commitment, and job satisfaction. The findings revealed that supportive and bureaucratic culture has significant effects on employee's commitment and job satisfaction, whereas innovative culture does not affect employee job satisfaction and organizational commitment through multiple linear regression analysis. Based on the discussion, it can be explained that innovation is not

allowed in a chemical sector whereby the employees' are expected to work in a pre-defined manners and to manufacture its specific products. This has further supported the notion of Kramer and Schmalenberg (2008), that health and safety policy (related to the bureaucratic culture) will help increase job satisfaction through the job security. In addition, the supportive culture will help reduces the work stress and burnout among employees.

However, Moosvi and Bukhari's (2015) study gain different results as their findings indicated that bureaucratic and innovative organizational culture have positive and significant impacts on employees' in-role job performance, while the supportive culture has no significant effect on employees' in-role job performance among the private bank employees in Pakistan. Based on the discussion, it has shown that the organization like a banking institution usually practice the control management system that pertaining to the bureaucratic culture as banking company is more likely to expose to the risk and vulnerable conditions as compared to other industries (Thompson & Cowton, 2004). Thus, the control system of management that highlight the legitimacy of law, rules, and policy are essential for the organizations to problem-solving and making a decision.

Furthermore, Bigliardi, Ivo Dormio, Galati, and Schiuma (2012) tried to find out the impact of organizational culture on the job satisfaction of knowledge workers in the pharmaceutical industry. The findings indicated that bureaucratic organizational culture has a negative effect on job satisfaction of knowledge workers, but innovative and supportive organizational culture has a positive effect.

Based on the discussion, this has shown that research and development (R&D) are the core activity in the pharmaceutical sector, whereby the support and participation among the knowledge workers are encouraged by the management in order to identify works that can help to improve the job satisfaction in the organization. This was in line with Silverthorne (2004) that bureaucratic organizational culture resulted in the lowest level of job satisfaction and organizational commitment as compared to innovative and supportive organizational cultures.

Kranenburg (2013) explored the effect of organizational culture and leadership style on organizational commitment within Small Medium Enterprises (SMEs) in Suriname, with job satisfaction as a mediator. The findings indicated that bureaucratic culture has a positive effect on job satisfaction and the supportive cultures have a direct effect on organizational commitment.

Based on the above notion, it has shown that the majority of the SMEs' employees from the operation department is comfortable to work in a bureaucratic environment whereby everything is in order, well-structured, and procedures are well thought. This can be explained that SMEs are usually privately owned, whereby decisions and information are usually made at the top management level and disseminate downward. In addition, the results can be also explained that most of the employees of the operating department are usually waiting for clear instructions in order for them to perform their work, so that the work can be done systematically.

In the educational sectors, Handoko, Setiawan, Surachman, and Djumahir (2011) carried out a study to examine organizational culture, job satisfaction, organizational commitment and the effect on lecturer's performance at Merged Private Colleges in East Java Province, Indonesia. The results showed that innovative culture is able to increase lecturer's job satisfaction. These results coincide with the findings of Renyowijoyo (2003) which stated that there is a positive, but weak and not significant relationship between

supportive and bureaucratic cultures with employee performance. However, innovative organizational culture has a positive and significant relationship with employee performance.

Based on the discussion above, it had explained that by applying innovative culture among the lecturers as the knowledge workers, it will help to encourage and motivated the lecturers to be more creative in teaching, and this will lead them to be more accomplished in completing their tasks.

In addition, Ramachandran, Chong, and Lin's (2007) study yielded different findings, whereby they argued that organizational cultures of universities are like those of the public organizations which are hierarchical and bureaucratic in nature due to the sophisticated system that involves interest of various stakeholders. However, they further added that due to the new changing environment and transformation, the university started to integrate a balanced culture. For instance, hierarchical culture is mixed with elements of adhocracy (characterized by adaptability, change and risk taking) and market cultures (characterized by an external focus with emphasis on productivity and efficiency) in the Malaysian context.

Besides, a study carried out by Pratama (2013) wish to examine the job satisfaction as the mediating variable that links organizational culture and organizational commitment in Indonesia context. The findings showed that bureaucratic and supportive cultures have a significant impact on job satisfaction, whereas, the innovative culture does not have a significant effect on job satisfaction. In addition, the results also revealed that job satisfaction partially mediated the relationship between organizational cultures and has a significant impact on organizational commitment.

Mohd Isa, Ugeheoke, and Wan Mohd Noor (2016) carried a study to investigate the influence of organizational culture on employees' performance in the public sector organizations in Oman. The study utilized the Organizational Cultural Index (OCI) that developed by Wallach. The findings revealed that bureaucratic and supportive culture have significant correlations and contribute positively to the prediction of employee's performance. However, the innovative culture does not correlate significantly and least contributing to the performance of employees in public sector organizations.

Based on the above discussion, it can be concluded that in the public or government organization, bureaucratic culture is always being practiced as the core culture. Thus, it has called upon the leader of the public organization should try to adopt an innovative culture to improve and enhance the organizational performance as in this modernization era, the organization should highlight the innovation process by promoting creative and critical thinking in their working environment as part of the value and actions in order to achieve competitive advantage (Hayward & Everett, 1983).

Furthermore, Farokhi et al. (2016) conducted a study to test the relationship between organizational culture and job satisfaction among employees in the Kermanshah Medical Sciences University. The results indicated that all three types of organizational cultures, namely, bureaucratic, innovative, and supportive have positive and significant correlations with job satisfaction. In the same vein, Zokaei, Ziapour, and Kianipour (2016) findings also yielded the same result that there is a significant relationship between the innovative, supportive, and bureaucratic organizational cultures with job satisfaction.

Based on the above explanation, it can conclude that organizations should try their best to keep their employees satisfy and engage them with the integration of three organizational cultures as mention to create a sense of belonging in the employees. For instance, the organization should develop policies in order to satisfy their employees' needs

to ensure they feel the organization as home. Besides, the organization should also communicate more frequently and transparently with the employees in order to understand the condition of employees' attitudes, commitment, and their behaviors.

Mohamad Yusof, Mohd Said, and Omar Ali (2016) tried to study organizational culture towards the employee motivation in a private sector company. The findings indicated that bureaucratic and supportive organizational cultures have strong correlations with the motivation of employees in a Malaysian setting. This can be further explained that the power distance in Malaysia is high, whereby decision making that applies autocratic style would result in a stronger bureaucratic organizational culture. This has been further explained that trained employees, the structure of procedures, and effective organizational system make the bureaucratic culture in the workplace become prominent (Dubkevics & Barbars, 2010).

In summary, based on the past research mentioned, this has proven that the three organizational cultures suggested by Wallach (1983) are interrelated and served different combinations depending on the nature of the organization or the industry. However, the current study is focusing on Malaysia as one of the nations that practice high power distance. Thus, bureaucratic organizational culture may have a role in shaping the organization's culture. In addition, organizations in Malaysia need to be ready and open to other cultures to compete in the international setting due to globalization. Based on the notion above, therefore, researchers conceptualized and hypothesized that:

Dimensions of Organizational Culture

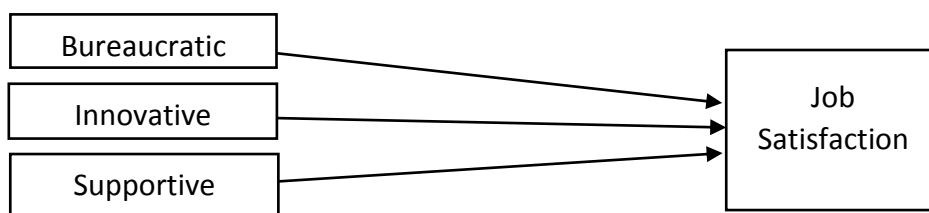


Figure 1: Conceptual between dimensions of organizational culture and job satisfaction

H<sub>1</sub>: There is a positive relationship between organizational culture and employees' job satisfaction.

H<sub>1a</sub>: There is a positive relationship between bureaucratic culture and employees' job satisfaction.

H<sub>1b</sub>: There is a positive relationship between innovative culture and employees' job satisfaction.

H<sub>1c</sub>: There is a positive relationship between supportive culture and employees' job satisfaction.

H<sub>2</sub>: Organizational cultures (bureaucratic, innovative, and supportive) is the predicting factors that affect the employees' job satisfaction.

## METHODOLOGY

### *Sample Size and Procedures*

The study was carried out in one of the private learning institutions based on the simple random sampling. The private learning institution currently has a total number of 118 employees. A multistage sampling was then applied in this study whereby researchers used



probability sampling (simple random) to get the list of the private learning institutions, then applied the stratified random sampling by sorting the division of the population into smaller groups. Since the total population of the learning institution was small, the researchers then considered all the employees in the learning institution should be selected. Researchers used the pick-and-drop technique to collect the data. The respondents were given roughly about 15 to 20 minutes to answer the questionnaire. A total of 118 questionnaires was distributed, however, researchers only received 77 of usable responses in return, which yielded 65.3 % of success rate.

#### *The Instrument*

The questionnaire consisted a total of 40 questions pertaining to three (3) sections. Section A consisted of 5 questions on the respondents' demographic information. Section B consisted of 18 questions on the organizational cultures, 6 questions respectively, for each dimension of the organizational cultures, namely, bureaucratic, innovative, and supportive. Section C consisted of 17 questions on the job satisfaction of the employees. Demographic questions in section A were designed to gather information about respondents such as gender, race, age, education level, and tenure. The items for Section B has been adopted from Organizational Culture Index (OCI) that was developed by Wallach (1983). The survey items for Section B is designed as statement measured on a five-point Likert-type scale where 1 represents "Strongly Disagree"; 2 represents "Disagree"; 3 indicates "Slightly agree"; 4 represents "Agree"; and 5 indicates as "Strongly agree". For Section C, the items have been adapted and adopted from the Minnesota Satisfaction Questionnaire (MSQ) (Weiss, Dawis, England, & Lofquist, 1967) and Spector (1997). The items were measured on a five-point Likert-type scale, where 1 = "Very dissatisfied"; 2 = "Dissatisfied"; 3 = "Somewhat satisfied"; 4 = "Satisfied"; and 5 = "Very satisfied".

#### *Reliability Test*

The pilot test aimed to test the accuracy and to eliminate some ambiguous and biased items, and it further improved the consistency of the instrument (Sekaran, 2013). A total of 35 sets of questionnaires were distributed to the students of Master Corporate Communication in Universiti Putra Malaysia (UPM) who have the working experience.

According to Pallant (2007), Cronbach's alpha value with more than 0.70 is considered reliable. However, if the Cronbach's alpha value achieve 0.50 and 0.90 above, the instrument would also be deemed as reliable and valid (Ghozali, 2011; Hair, Anderson, Tatham & Black, 1998;). The Cronbach's alpha value of the current study ranged from 0.714 to 0.927 are considered reliable and acceptable for the study.

Besides, before the multivariate analysis can be carried out, the data should be normally distributed, as normality is an important requirement in multivariate analysis (Hair, Black, Babin, & Anderson, 2010; Tabachnick & Fidell, 2012). Based on Table 1, the values for skewness and kurtosis for independent and dependent variables are in the range between -2 to +2, with 5% of sampling error which is considered acceptable to prove normal distribution exists (Tabachnick & Fidell, 2012). Hence, the current data are still normally distributed and the requirements for multivariate analysis are met.

Table 1: Cronbach's Alpha values of the variables

Variable(s)	No. of items	Cronbach's Alpha Value (Pre-Test, n=35)	Cronbach's Alpha Value (Post-Test, n=77)	Min	Max	Skewness	Kurtosis
<b>Organization Culture(s)</b>							
Bureaucratic	6	.765	.676	13.00	30.00	-0.082	0.117
Innovative	6	.714	.719	6.00	28.00	-0.585	0.087
Supportive	6	.832	.871	5.00	25.00	-0.450	0.108
<b>Job Satisfaction</b>							
	17	.927	.942	21.00	85.00	-0.573	0.409

## RESULTS AND DISCUSSION

More than half of the respondents in this study are females (62.3%), and the rest are males (37.7%). For the race, nearly half of the respondents are Malay (49.9%) with ages ranging from 31-35 years old (33.8%). Out of the total respondents, almost half of the respondents are bachelor degree holders (49.4%) with less than 5 years working experience (59.7%).

Table 2 illustrates the intercorrelations among the variables. The results show that the bureaucratic organizational culture ( $r = 0.643$ ,  $p = .000$ ) has a positive and moderate relationship with the job satisfaction. In addition, innovative organizational culture ( $r = 0.811$ ,  $p = .000$ ), and supportive organizational culture ( $r = 0.775$ ,  $p = .000$ ) have positive and strong relationships with the job satisfaction. Hence, the results are significant. Thus, the research hypotheses  $H_1$ ,  $H_{1a}$ ,  $H_{1b}$ , and  $H_{1c}$  are accepted. Thus, when employees perceive organizational culture dimensions (bureaucratic, innovative, and supportive) more positively, employees' job satisfaction increases.

Table 2: Inter-correlations between variables using Pearson's Product-Moment Correlation (n=77)

Variable (s)	1	2	3	4
<b>1 Job Satisfaction</b>	1			
<b>2 Innovative culture</b>	.811**	1		
<b>3 Supportive culture</b>	.775**	.966**	1	
<b>4 Bureaucratic culture</b>	.643**	.631**	.609**	1

\*\* Correlation is significant at the 0.01 level (1-tailed)

The current findings support several past studies which show that all the three types of organizational cultures (bureaucratic, innovative, and supportive) have positive and significant relationships with job satisfaction (Farokhi et al., 2016; Habib, et al., 2014; Zokaei et al., 2016).

Besides, the results are also congruent with a few past studies that reveal that bureaucratic organizational culture has a positive effect on job satisfaction (Kranenburg, 2013). However, this is in contrast with the findings of Silverthorne (2004) and Bigliardi et al. (2012) that show bureaucratic organizational culture are negatively influencing job satisfaction. In addition, innovative culture is also found to increase lecturer's job satisfaction and this result is similar to the private college in Indonesia (Handoko et al., 2011).

Hence, the management of the particular private learning institution could use these findings to construct and practice the favorable organizational culture to improve job satisfaction of their staff. For example, in order to enhance the job satisfaction of the staff,

the management of the learning institution should focus attention towards fairness of human resource practices which help to secure the benefits and needs of employees that adhere to the organization's rules and regulations. Besides, the institution should come out with a strategic implementation of various research and innovation programs to foster the cognitive and critical thinking skills of employees. At the same time, the institution can encourage their employees to participate in the university programs such as open day, Edu-carnival, team-building, and community relations activities to foster employees' identification which help to nurture the supportive culture.

Table 3 shows the results of multiple regression analysis of job satisfaction with organizational culture dimensions. The R value of .830 shows a high correlation between job satisfaction and the overall predictor variables (organizational culture). The analysis of variance with  $F = 53.733$  is found to be significant at .05 level of significance. While all three (3) predictors collectively contribute 67.5 % of the variation, the analysis clearly shows that innovative and bureaucratic dimensions of organizational culture have significant influences on job satisfaction.

Table 3: Multiple regression analysis of job satisfaction with predictor variables.

Predictor Variables	Unstandardized		Standardized	
	B	Std. Error	Beta	p
<b>Organizational Culture Dimension</b>				
(Constant)	5.712	5.099		0.266
Innovative	2.081	0.668	0.801	0.003
Bureaucratic	0.792	0.640	0.281	0.011
Supportive	- 0.388	0.306	-0.132	0.602
F = 53.733 $df_1 = 3, df_2 = 73$ P = .000      R = .830 $R^2 = .688$				
Adjust $R^2 = .675$				

Based on the analysis from Table 3,  $H_2$  is partially supported in this study as not all of the predictors are contributing to the job satisfaction. On the other hand, it can be reported that innovative and bureaucratic dimensions of organizational culture are the factors which contribute to the employees' job satisfaction. This is in line with the study done by Handoko et al. (2011) that indicate innovative culture is the best culture to encourage an increase in job satisfaction based on academic staff perception in the Indonesian educational industry. This has supported the notion that organizations need to highlight the innovative culture which focused on creativity and innovation as their central values, whereby this will help to sustain an organizations' competitive advantage in the long run.

The current results showed that innovation culture is one of the predictors that contribute to the increase of job satisfaction among employees, which yielded different findings from Mohd Isa et al. (2016) and Pratama (2013). This can be explained by the demographic information of the respondents, whereby the majority of the respondents in the current study are young adults, which ages around 31 – 35 years old. Thus, the young-adult employees might prefer challenging and exciting working environment. Another reason might due to the organization under study, which is a private learning institution, whereby the creativity and innovativeness are crucial to create a dynamic working climate to enhance employees' critical thinking skills, risk-taking, and ambitious in completing their tasks to improve the performance of the learning institution which helps to nurture the development of human capital (Hayward & Everett, 1983).

Besides, the findings also supported Moosvi and Bukhari's (2015) study that bureaucratic and innovative organizational culture has a positive and significant impact on employees' in-role job performance, while the supportive culture has no significant impact. It is interesting that the current findings yielded different perspective that bureaucratic culture that usually practiced in public organization were significant in the current private learning institution context. This can be explained that the bureaucratic culture emphasizes high formality's level, whereby there is a clear line of authority and responsibilities which promote the employees to work independently. This had supported the current scenario in the higher learning institution, either public or private, whereby the bureaucratic culture act as the tool of administration that the institutionalized rules and regulations eventually help to guide the employees to perform their duties and responsibilities at their best.

In addition, the study was contrary to the findings of Renyowijoyo (2003) who found out that supportive organizational culture has a positive, but weak and not significant relationship with the employees' performance. However, the current findings found that supportive culture was not the predictor of job satisfaction. Possible reasons that the supportive culture having the least influence on job satisfaction can be probably due to the nature of the education institution, whereby in the educational industry, the competition is high as every employee need to compete to achieve certain grades of key performance index (KPIs). Thus, this has explained the possible reasons that employees might be too concentrated on their own individual's work achievements and has neglected the communication or interaction with their co-workers. Another possible reason is the work tenure of the employees in the current private learning institution were mostly less than 5 years, this might have an impact on the employees, whereby the bonding, trust, mutual respect, and values between each employee is still not yet established. Hence, this has lessened the support and teamwork environment among employees, which resulted in the supportive culture not significant in this context. Thus, management of the institution should address this issue by encouraging the supportive culture in the workplace, as when employees perceived the organization that supportive will have an effect on employees' loyalty and will help improve the organizational commitment.

However, these current findings are contrary with Alvi et al. (2014) and Pratama (2013) as their findings showed that supportive and bureaucratic organizational cultures have significant effects on employee commitment and job satisfaction. However, innovative culture does not affect or have any relationship with employees' job satisfaction. This might probably due to the various hierarchies of management, whereby the decision making process, authority of power, chain of command need to pass through various levels of management as the industry are more prompt to risk and danger. Thus, this had upheld tedious specific procedures and policies in handling the works as a safety measure in the work area. As a result, this had caused the employees reluctant to the changes, whereby employees are only allowed little deviation from the current organization's norms which further explained that innovative culture hardly can put into a practice (Mohd Isa et al., 2016).

Hence, based on the discussion on the findings, it has shown that innovative culture and bureaucratic culture are the contributing factors that can help to enhance the employees' job satisfaction in the workplace. Thus, it can be concluded that the influence of organizational culture towards job satisfaction vary from each industry to another, depending on the cultural background of the countries where the organizations operate.

## CONCLUSION

This study attempts to describe the relationship between the dimensions of organizational culture and job satisfaction of employees in a Malaysian private learning institution. The empirical results demonstrate that bureaucratic, innovative, and supportive organizational cultures can help to enhance the employees' job satisfaction. However, the multiple regression analysis reveals that innovative and bureaucratic cultures are the predictors that influence job satisfaction of employees in the educational industry. In terms of the knowledge-based implications, this study has proven that the Organizational Culture Index (OCI) that developed by Wallach (1983) is pertinent and applicable in the Malaysian context, particularly focusing on the educational industry.

In terms of practical implications, current learning institution which mainly made up of young adults who are preferable in creativity and innovation, but at the mean time following regulations, procedures that are being set by the organization. Hence, this gives the insights to the top management that innovative culture needs to be highlighted in order to have a better improvement on the job satisfaction of the employees. For instance, the management of the higher learning institution should encourage their employees to actively participate in the research and innovation projects, practicing creative pedagogy in teaching methods to enhance the learning outcomes, and to promote entrepreneurial skills but in the meantime, being ethical and following the regulations and procedures set by the institution. Hence, this can help to achieve the KPIs and boost the reputation of the institution. This will potentially help to enhance the job satisfaction of employees and thus, increase the morale of employees.

However, this study has several limitations. First, this study only focuses on one organization in the education industry. Hence, future studies can include more organizations under the same sector or other different industries such as banking, automobile, retails, to name a few, to add varieties in the research perspectives and to increase the validity. Second, the sample size of the current study only yielded 77 responses as the total employees in the organization is not large enough. Hence, future study can increase the number of respondents or choose bigger organizations with more employees in order to make generalizability and yield better results.

In addition, another limitation is the issue of social desirability bias, whereby the respondents may respond to what they perceive as desirable because employees may fear to expose too much information about the institution. However, researchers have tried to minimize the limitation by creating the anonymous instruments and gave respondents the assurance about their confidentiality.

Future studies can include other variables such as leadership management style, organizational commitment, employees' engagement, and demographic factors to test the moderating or mediating effects with job satisfaction to add new research insights that focus on the education industry.

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