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## The Effects of Organizational Culture and Dimensions on Job Satisfaction and Work-Life Balance

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### ABSTRACT

**Aim:** The purpose of this paper is to analyze the moderating effects of organizational culture and organizational culture dimensions on the relationship between job satisfaction and work-life balance. The research also analyses the differences in the perception of organizational culture and its dimensions between managers and non-management employees in the wood product manufacturing industry. **Methodology:** The research was administered to 200 employees from five wood product manufacturing companies. Data was collected on the organizational culture, organizational culture dimensions, job satisfaction, work-life balance using Organizational Culture Instrument (OCI), VOX Organizationis and single-item measures of job satisfaction and work-life balance. The collected data was analyzed using descriptive statistics, reliability analyses, Person correlation, hierarchical multiple regressions analyses and Poisson regression analyses. **Results:** The findings of the research indicate perceptions of organizational culture differ between managers and non-managers. Employees that are exposed to participatory management style are less likely to report negative work-life balance. **Conclusion:** This research investigates an underresearch topic of organizational culture and dimensions in the wood manufacturing industry, and its relationship with employee job satisfaction and work-life balance. Managers in this industry will benefit from applying the findings in everyday practice.

## INTRODUCTION

Organizations are strong social tools, mini-cultures that provide sources and sites of identification and arrange the relationships between the individuals. H. Aldrich (1999) points out that organizations are goal directed and socially constructed systems of human activity which focus attention on the social processes involved in the genesis and persistence of organizations. More specifically, organizations contribute to the construction of member identities in at least two ways: a) they classify members into roles that have particular meanings and 2) they develop discursive norms from which members draw to interact with others (Schnurr, 2009). In line with this, W. Scott (2003) explains that organizations are collectives oriented to the pursuit of relatively specific goals and exhibiting relatively highly formalized social structure. They expand over the time by creating new operations, activities and business units. In other words, the collaborative working processes and the interactions, organizations satisfy the individuals' needs and create leaders and subordinates, i.e. they impact the environment and the environment impacts them.

Although many researchers view organizations as dynamic systems, this does not mean that they have to be seen as machines. Organizations are learning entities and they surpass the simple operation using buttons, input, processes and output. Most importantly, as F. Buytendijk (2010) explains organizations have character, have values that they hold dear, and they develop knowledge over time. In other words every organization or institution is characterized by specific values, attitudes, internal relationships and external policies, where the connection between them provides a specific profile.

## 1. THE SIGNIFICANCE OF ORGANIZATIONAL CULTURE FOR JOB SATISFACTION AND WORK-LIFE BALANCE

A specific internal culture is usually formed in the frame of an organization, which constitutes of strategic and coherent approach of valuable assets, where people who work in it both individually and collectively contribute to the achievement of its objectives. We might consider that culture is a shared knowledge and schemes created for perceiving, interpreting, expressing and responding to the social realities, and it is an active living phenomenon through which people jointly creates and recreates the worlds in which they live. There are many definitions, made from many different aspects when explaining what organizational culture represents. R. Deshpande and F. Webster (1989) define organizational culture as a pattern of shared basic assumptions, values and beliefs, company climate that were learned in group's external adaption and internal integration, as behavioral norms in the organization and behaviors that differentiate one organization from another. Moreover the way in which people behave is influenced by the ideologies, symbols and core values shared throughout the company (Leung and Morris, 2015; Aladwan, Bhanugopan and Fish, 2016; Lages et al., 2018).

Culture and climate have tremendous effect on the professionalism, inclusion, wellbeing and job satisfaction of the employees in any organization. Organizations that have given priority to learning and development have found an increase in employees' job satisfaction, productivity and profitability (Marsick and Watkins, 2003). Employee engagement and empowerment are crucial to ensure that the culture is effectively managed and aligned with the cultural assumptions of the organization as a whole. The job satisfaction is important as it improves employee performance. In this line, a series of studies have demonstrated that there was a significant and positive relation between employee job satisfaction to the employee performance (Dugguh and Ayaga, 2014; Fu and Deshpande, 2014; Bowling et al., 2015).

Luthans et al. define job satisfaction as pleasure, positive emotions that come from the work experience (Luthans et al., 2007). N. Allen and J. Meyer (1990) explain that the less committed and socialized employees are likely to leave the organization. Knowing this, it is obvious that will have an impact on the turnover, in way that organizations will have to find new (other) people

for replacing the old positions. This will lead to additional financial costs for constantly recruiting and training new employees that, furthermore, will lead to various negativities for the overall operational performance of the organization, such as higher potential of loss of key skills, knowledge, experience and performance (Ponnu and Chuah, 2010).

### **1.1 Importance of work-life balance**

The outburst of interest, among many researchers such as J. Greenhaus and S. Beutell (1985); E. Lambert et al. (2006); B. Barnett et al. (2007); J. Greenhaus and S. Parasuraman (1999) and J. Edwards and N. Rothbard (2000) on the work-family setting in the past few decades has produced a number of concepts that explain the relation between these two spheres of life. The concepts include: work-family conflict, work-family enrichment, work-family integration, spillover, segmentation, accommodation, compensation, resources, physical drain, etc. According to J. Kofodimos (1990) the term work-family balance is widely cited in the popular press. In a given setting it is used as a noun, if one is encouraged to achieve balance and other times it is used as a verb or an adjective, for example, to balance work and family demands, or to live a balanced life. Work-family balance often stands for “cutting back” on work to spend more time with the family. A major study conducted by G. Lowe (2005) states that in Canada the work-family conflict is called softly a work-family balance and it stands for creating and maintaining supportive and healthy work environments that enable employees to have balance between work and personal responsibilities. In that way, the employee can strengthen the feeling of loyalty towards the organization in which he/she works and increase the degree of his/hers productivity. Managers can provide a supportive environment that permits flexible schedules, options for telecommuting, personal time off, onsite child care and other family-focused programs to positively influence work performance and decrease the level of stress and conflict between work and home. According to several researchers (Fox and Dwyer, 1999; Thompson, Beauvais and Lyness, 1999; Moreno-Jiménez et al., 2009), programs that facilitate psychological detachment such as leisure activities, workshops about time management and relaxation can help employees dealing with potential work and family conflicts.

### **1.2 SPECIFICS OF THE WOOD INDUSTRY IN REPUBLIC OF MACEDONIA**

In Republic of Macedonia and in the most of the Western Balkan countries, wood processing and furniture production are strategic sectors. This area is rich with forest resources and is a century-long tradition of forestry and forest utilization, since this industry is one of the first industries in general in RM, and survived through many economic, social and political reforms and changes. According to B. Glavonjic et al. (2009), the Balkan region is important for two main reasons. First, this region is one of the richest forested areas in Europe with regard to hardwood growing stock. The second reason is the countries strategic geographic location for transshipment of wood and wood products into the European Union (EU), the Middle East, as well as other regions.

## **2. METHODOLOGY**

### **2.1 Description of instruments**

The following instruments were chosen for this study: Wallach’s Organizational Culture Index (OCI) in order to measure the dimension of the organizational culture, Vox Organizationis in order to measure the type of the organizational culture. They were chosen because of their established reliabilities, relative ease in administration, user friendliness and because they had been used extensively by many researchers. Job satisfaction and work-life balance were measured using one-item assessment.

## 2.1 Organizational culture

The research on organizational culture is rich in instruments that measure organizational culture, however little agreement exists on which ones are more appropriate compared to the others. For the purpose of this paper, two instruments will be applied: OCI by Wallach and Vox Organizationis by M. Bojadziev et al. The first instrument is widely used and recognized as measure of organizational culture, while the second is an instrument that is specifically developed to measure organizational culture in the accordance to the national culture characteristics of the South-East European region.

- *Wallach's Organizational Culture Index (OCI)*- In 1983, Wallach determined two main criteria of effectiveness of an organization: results (or *what*) and how the results are achieved (or *how*). According to this author, the organizational culture of each company has to be able to answer to the question *how*. Wallach distinguishes three main cultural dimensions of an organization: bureaucratic, innovative and supportive, measured by 8 items each in his Organizational Culture Index (OCI). Briefly, this OCI index describes organizational culture in terms of three distinct dimensions: (1) Bureaucratic, (2) Innovative, and (3) Supportive. Respondents indicate the extent to which 24 adjectives describe their organization on a scale from 0- 3 (0 = does not describe my department and 3 = describes my department most of the time) scores which most correspond with how they see their department. Items are grouped into three culture dimensions each containing eight items. Scores for each dimension are expressed as a sum of the eight items. The culture type with the highest value is regarded as the most dominant culture type.
- *Vox Organizationis* -This instrument describes the types of organizational culture in terms of four dimensions: (1) Managerial Style (participative vs autocratic management), (2) Work environment (cold versus warm environment), (3) Organizational openness (open versus closed systems), and (4) Entrepreneurial orientation (risk averse versus entrepreneurial orientation). There are 18 questions in total, where the participants answer them on a scale 0-3 scores which most correspond with how they see their department (the same principle of scoring explained above, used for the OCI instrument scoring). This instrument does not equally divide the questions for the dimensions, but certain questions represent certain dimension, where the mean of those questions will give the score which can be above 1.5 or below 1.5 and so that will indicate the inclination of the organization. More specific, the mean of questions 1-7 goes for managerial style where score above 1.5 indicate participative organization, and score below 1.5 indicate autocratic organization. The mean of questions 8-11 goes for work environment, where score above 1.5 indicate warm work environment, and score below 1.5 indicate cold work environment. Mean of questions 12-15 stand for organizational openness, where score above 1.5 indicate open system, controversially scores below 1.5 indicate closed system. And finally, the mean of questions 16-18 explain the entrepreneurial orientation of the organization, where score above 1.5 indicate entrepreneurial organization, and controversially, scores below 1.5 indicate risk averse organization. The implementation of the VOX Organizationis is expected to give a general idea on where the company stands in terms of the four dimensions of the VOX model: decision making and behavior, people-task, innovation and risk taking and open versus closed systems.

## 2.2 Job Satisfaction

Measures of job satisfaction range from shorter single-item scales to more lengthy ones (Macdonald and MacIntyre, 1997; Van Saane et al., 2003). Research in the area of job satisfaction has argued that it can be measured using a single global rating scale consisted of one questions (Dolbier et al., 2005). In example: All things considered, how satisfied are you with your job?. For the purpose of this research, job satisfaction is measured on a single item three-point scale (0-low job satisfaction; 3- job satisfaction).

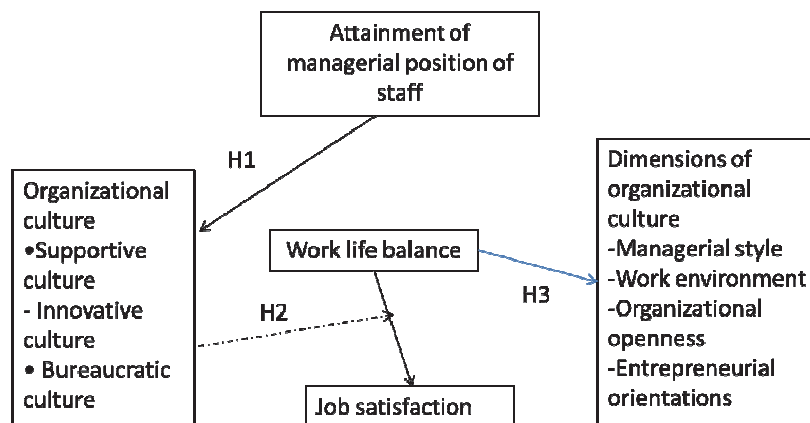
## 2.3 Work-life balance

In line with the measure of job satisfaction, work-life balance is measured using a single item three-point scale that investigates whether the job leaves enough time for personal life. The scores range from 0 (no work–life balance) to 3 (satisfactory work-life balance).

## 2.4 Theoretical framework

The theoretical framework that is proposed in Figure 1 is derived from the relevant literature in the area.

Figure 1: Conceptual framework



## 2.5 Development of research hypotheses

Null hypothesis are used to test the relationship between variables described in the conceptual model:

- H1: There is no significant difference in the perception of organizational culture between managers and non-managers
- H2: Organizational culture has no significant effect on the relationship between job satisfaction and work-life balance
- H3: There is no significant relationship between work-life balance and organizational culture dimensions

## 2.6 Sampling and data collection

For the purpose of the research, data was collected using a self-administered questionnaire. A pilot study of the instrument was conducted prior to the main administration, in order to check for certain inconsistencies. A total of 15 randomly selected workers (3 from each company) participated in the pilot study. After completing the questionnaire, a two-hour focus group session was organized to discuss the instrument. All comments were discussed and a new version of the instrument was developed.

In the main stage of the research, the questionnaires were personally administered by hand to 215 employees in the five selected companies, but complete questionnaires were returned by 200 employees (response rate 93%). All participants were recruited from companies that worked in the wood manufacturing sector for more than 15 years.

### 3. RESEARCH FINDINGS

#### 3.1 Sample description

As presented in Table 1, the majority of the respondents were female (56%). The dominant age group was 30-39 years (46%) followed by 40-49 years (32%). For 65% of the respondents, a high school degree was their highest level of education, followed by 28% of the respondents who had a university degree. Regarding the relationship status, 66% of the respondents were married, followed by 20% who were in a relationship. A strong majority of the respondents (71%) had one or more children. Concerning the tenure, 43% of the participants have worked in the current company between 1 and 3 years, followed by 20% of the respondents who worked for 4-6 years. Regarding their position in the company, 26% of the respondents currently attained managerial positions. This makes the sample suitable for evaluating the organizational culture, dimensions and self-reported job satisfaction from both the employee and managerial perspective.

Table 1. Demographic characteristics of the sample by company

Variable		Company 1	Company 2	Company 3	Company 4	Company 5	Total
<b>Gender</b>	male	40	10	14	10	14	<b>88</b>
	female	40	20	16	24	12	<b>112</b>
<b>Total</b>		<b>80</b>	<b>30</b>	<b>30</b>	<b>34</b>	<b>26</b>	<b>200</b>
<b>Age</b>	18-29	12	6	6	2	4	<b>30</b>
	30-39	40	8	10	18	16	<b>92</b>
	40-49	28	14	8	10	4	<b>64</b>
	50-59	0	0	6	4	0	<b>10</b>
	< 60	0	2	0	0	2	<b>4</b>
<b>Total</b>		<b>80</b>	<b>30</b>	<b>30</b>	<b>34</b>	<b>26</b>	<b>200</b>
<b>Education</b>	primary school	4	2	0	0	2	<b>8</b>
	high school	58	20	16	20	16	<b>130</b>
	University degree	16	8	10	14	8	<b>56</b>
	master degree	2	0	4	0	0	<b>6</b>
	doctoral degree	0	0	0	0	0	<b>0</b>
<b>Total</b>		<b>80</b>	<b>30</b>	<b>30</b>	<b>34</b>	<b>26</b>	<b>200</b>
<b>Relationship status</b>	single	6	2	6	6	0	<b>20</b>
	relationship	12	6	2	6	14	<b>40</b>
	married	58	22	30	12	10	<b>132</b>
	divorced	4	0	2	0	0	<b>6</b>
	widow/er	0	0	2	0	0	<b>2</b>
<b>Total</b>		<b>80</b>	<b>30</b>	<b>42</b>	<b>24</b>	<b>24</b>	<b>200</b>
<b>Children</b>	yes	54	22	24	26	16	<b>142</b>
	no	26	8	6	8	10	<b>58</b>
<b>Total</b>		<b>80</b>	<b>30</b>	<b>30</b>	<b>34</b>	<b>26</b>	<b>200</b>
<b>Tenure</b>	< 1 year	6	6	6	4	6	<b>28</b>
	1-3 years	52	6	6	10	12	<b>86</b>
	4-6 years	10	8	6	12	4	<b>40</b>
	7-10 years	12	4	8	6	0	<b>30</b>
	> 10 years	0	6	4	2	4	<b>16</b>
<b>Total</b>		<b>80</b>	<b>30</b>	<b>30</b>	<b>34</b>	<b>26</b>	<b>200</b>
<b>Management position</b>	yes	18	8	8	8	10	<b>52</b>
	no	62	22	22	26	16	<b>148</b>
<b>Total</b>		<b>80</b>	<b>30</b>	<b>30</b>	<b>34</b>	<b>26</b>	<b>200</b>

#### 3.2 Descriptive statistics

As observed in Table 2 the standard deviations, skewness and kurtosis levels are low and the data can be characterized as robust and normal. The OCI scores indicate that in general supportive culture is the dominant cultural dimension in all companies. The results from Vox

Organizations indicate that the managerial style of the companies is participative, the work environment is cold, and organizations were characterized as open and entrepreneurial. The job satisfaction score is above its mid-point indicating a general satisfaction of both managers and employees with their job.

**Table 2.** Descriptive statistics

		Valid cases	Mean <sup>a</sup>	Std.Dev	Skewness	Kurtosis
OCI scores	Innovative culture	200	1,9150	,61747	-1,038	,803
	Bureaucratic culture	200	2,0525	,55765	-,555	-,160
	Supportive culture	200	<b>2,1650</b>	,63188	-,872	,166
Vox Organizations scores	Managerial style	200	1,7800 (participative)	,41633	-1,373	-,119
	Work environment	200	1,2000 (cold)	,34874	1,523	,325
	Organizational openness	200	1,8600 (open)	,55784	-,512	-,384
	Entrepreneurial orientation	200	1,6900 (entrepreneurial)	,46482	-,834	-1,331
Job satisfaction scores		200	2,2950	,74906	-,683	-,803
Work-life balance scores		200	2,1150	,45721	-,542	-,719

The company-level results from OCI indicate that four companies are characterized as having supportive culture, while only one company has bureaucratic culture as dominant. Regarding Vox Organizations scores, the results suggest that the dominant managerial style in all companies is participative. This suggests that the management engage employees in their decision making processes. However differences are observed in one of the companies in which the reported scores indicate an autocratic management style meaning that the management act the key decision makers in the company. Regarding the work environment, differences are observed when comparing companies. Four of the companies reported warm working environment, however it should be noted that the scores were marginally above the mid-point. The remaining company reported a cold work environment. This means that the work environment is more individualistic lacking a sense of inclusion of the employees. The organizational openness scores indicate that the organizations are perceived as open systems. Finally, the scores regarding entrepreneurial orientation indicate that three companies are characterized as entrepreneurial, while the remaining two as risk-averse. An entrepreneurial company means that it is open to invention and new ideas while demonstrating readiness to apply them in their strategic approach. Finally, the company-level job satisfaction scores indicate that the highest level for job satisfaction is reported by employees in one of the wood production companies.

### 3.4 Sampling adequacy and Reliability Analyses

Sampling adequacy was conducted using the Kaiser-Meyer-Olkin (KMO) analysis. Table 3 summarizes the KMO measurements and shows significant results for Bartlett's test of sphericity ( $p=0.000$ ), which further supported sampling adequacy of the data.

**Table 3.** KMO and Bartlett's test of sphericity

KMO measure of sampling adequacy		,834 (Great)
Bartlett's test of sphericity (Sig.)	App. Chi square	381,313
	Df.	28
	Sig.	,000

The calculated Cronbach alpha (Table 4) for the data was 0.795 while the Table 4 shows the results of the calculation of Cronbach alpha coefficients for the items ranged from .719 to .860. The high coefficient scores (more than 0.7) lead to the conclusion that the scales are acceptably reliable. No items were deleted so as to maintain the integrity of the research instrument.

**Table 4.** Reliability Analyses

	No of Items	Cronbach Alpha
Innovative culture	8	,744
Bureaucratic culture	8	,740
Supportive culture	8	,719
Managerial style	7	,760
Work environment	4	,860
Organizational openness	4	,794
Entrepreneurial orientation	3	,747
Job satisfaction	1	,761
Work-life balance	1	,783

### 3.5 Correlation analyses

The results from the correlation analyses in Table 5 indicated that job satisfaction and work-life balance of employees in the wood industry was significantly associated with both organizational culture aspects and dimension measured with Vox Organizationis and OCI. The results indicate that work environment was found to be either not significantly or significantly negatively correlated with organizational openness, innovative and bureaucratic culture. Both entrepreneurial orientation and managerial style were not significantly correlated with organizational openness.

**Table 5 – Results from correlation analyses**

		managerial style	work environment	organizational openness	entrepreneurial orientation	job satisfaction	work-life balance	innovative culture	bureaucratic culture	supportive culture
managerial style (Vox Organizationis)	Pearson correlation	1	-,398**	0,134	,636**	,599**	,539**	,462**	,409**	,634**
	Sig. (1-tailed)		0	0,185	0	0	0	0	0	0
work environment (Vox Organizationis)	Pearson correlation	-,398**	1	-0,086	-,314**	-,332**	,322**	-0,139	-0,07	-,380**
	Sig. (1-tailed)	0		0,392	0,001	0,001	0	0,167	0,49	0
organizational openness (Vox Organizationis)	Pearson correlation	0,134	-0,086	1	0,103	,276**	,373*	,255*	,389**	,381**
	Sig. (1-tailed)	0,185	0,392		0,306	0,005	0,005	0,01	0	0
entrepreneurial orientation (Vox Organizationis)	Pearson correlation	,636**	-,314**	0,103	1	,526**	,421**	,607**	,526**	,705**
	Sig. (1-tailed)	0	0,001	0,306		0	0	0	0	0
job satisfaction	Pearson correlation	,599**	-,332**	,276**	,526**	1	,556**	,358**	,396**	,687**
	Sig. (1-tailed)	0	0,001	0,005	0		0	0	0	0
	N	100	100	100	100	100	100	100	100	100



Work-life balance	Pearson correlation	,539**	-,322**	,373**	,421**	,556**	1	,422**	,314**	,612**
	Sig. (1-tailed)	0	0,001	0,005	0	0		0	0	0
innovative culture (OCI)	Pearson correlation	,462**	-0,139	,255*	,607**	,358**	,422**	1	,719**	,559**
	Sig. (1-tailed)	0	0,167	0,01	0	0	0		0	0
bureaucratic culture (OCI)	Pearson correlation	,409**	-0,07	,389**	,526**	,396**	,314**	,719**	1	,580**
	Sig. (1-tailed)	0	0,49	0	0	0	0	0		0
supportive culture (OCI)	Pearson correlation	,634**	-,380**	,381**	,705**	,687**	,612**	,559**	,580**	1
	Sig. (1-tailed)	0	0	0	0	0	0	0	0	
** . Significant at the 0.01 level (1-tailed);										
* . Significant at the 0.05 level (1-tailed).										

### 3.6 Difference in the perception of organizational culture of managers and non-managers

Previous studies have indicated that the perception of organizational culture differs between managers and non-managers. Table 6 presents the cross-tabulation of OCI results by the management position of the respondents. From the total number of respondents, 28.6% were managers and 71.4% did not attain a managerial position. The results indicate a difference in the OCI scores between employees in managerial and non-managerial positions. Based on the results, Hypothesis H1 is rejected meaning that organizational culture is perceived differently by employees attaining managerial and non-managerial positions.

**Table 6.** Cross tabulation of OCI scores and position of respondent in the company

		Management position			Leven's test		T-test				
		1 yes	2 no	Total	F	Sig.	T	Gl	Sig.	Mean difference	SE
		innovative culture	N	10	16	26	0,377	0,541	0,537	98	0,592
	% in oci	38,50%	61,50%	100,00%			0,497	38,454	0,622	0,07588	0,15280
bureaucratic culture	N	20	42	62	8,135	0,005	-0,352	98	0,726	-0,04496	0,12770
	% in oci	32,30%	67,70%	100,00%			-0,421	64,296	0,676	-0,04496	0,10691
supportive culture	N	22	72	96	0,691	0,408	-0,554	98	0,581	-0,08004	0,14456
	% in oci	23,40%	76,60%	100,00%			-0,591	49,779	0,557	-0,08004	0,13535

### 3.7 Organizational culture, work-life balance and job satisfaction

According to Hypothesis 2 organizational culture has no significant influence on the relationship between job satisfaction and work-life balance. The results from the hierarchical regression analyses (Table 7-9) indicated that work-life balance explained 49.7 percent of the variance in job satisfaction, which was significant as indicated by the F-value ( $p < 0.05$ ). Based on the R-values and

t-values, work-life balance is a significant and positive predictor of job satisfaction ( $p < 0.05$ ) meaning higher work-life balance results in higher job satisfaction. Therefore, hypothesis H2 is rejected, that is work-life balance has a positive significant relationship with job satisfaction.

**Table 7.** Results of hierarchical regression analyses of job satisfaction on work-life balance in innovative culture

Dependent variables	R2 exclud. Interaction	Model summary R2 including interaction	$\Delta R$	Sig. F change	ANOVA		B	Coefficients		Sig.
					F	Sig		Beta	t	
Job Satisfaction	0,497	0,593	0,016	0,043	27,881	0.000	0,228	0,138	2,081	0,031

Notes: a R2 with organizational commitment and organizational culture, but excluding interaction dimensions of organizational culture \* organizational culture; b R 2 including interaction term work-life balance \* organizational culture; c ANOVA predictors: (constant), work-life balance, organizational culture; d Coefficients of organizational culture in the model: (constant), work-life balance, organizational culture

**Table 8.** Results of hierarchical regression analyses of job satisfaction on work-life balance in bureaucratic culture

Dependent variables	R2 exclud. Interaction	Model summary R2 including interaction	$\Delta R$	Sig. F change	ANOVA		B	Coefficients		Sig.
					F	Sig		Beta	t	
Job Satisfaction	0,497	0,591	0,014	0,081	27,005	0.000	0,157	0,112	1,742	0,024

Notes: a R2 with organizational commitment and organizational culture, but excluding interaction dimensions of organizational culture \* organizational culture; b R 2 including interaction term work-life balance \* organizational culture; c ANOVA predictors: (constant), work-life balance, organizational culture; d Coefficients of organizational culture in the model: (constant), work-life balance, organizational culture

**Table 9.** Results of hierarchical regression analyses of job satisfaction on work-life balance in supportive culture

Dependent variables	R2 exclud. Interaction	Model summary R2 including interaction	$\Delta R$	Sig. F change	ANOVA		B	Coefficients		Sig.
					F	Sig		Beta	t	
Job Satisfaction	0,497	0,59	0,013	0,116	26,662	0.000	0,141	0,086	1,953	0,043

Notes: a R2 with organizational commitment and organizational culture, but excluding interaction dimensions of organizational culture \* organizational culture; b R 2 including interaction term work-life balance \* organizational culture; c ANOVA predictors: (constant), work-life balance, organizational culture; d Coefficients of organizational culture in the model: (constant), work-life balance, organizational culture

### 3.8 Organizational culture dimension factors associated with work-life balance

The academic literature has provided evidence that suggests the relationship between different dimensions of organizational culture (work environment, managerial style) and the opportunity to achieve a positive work-life balance. The Poisson regression analysis (Table 10), confirmed that autocratic dimension of managerial style is more likely to result in less work-life balance compared to participative management style (adjusted PR1.33; 95%CI0.63 to 2.83) as presented Table

15. The existence of closed companies increased the risk of reporting lower work-life balance (adjusted PR16.95; 95%CI 9.27 to 30.97). Based on the results, Hypothesis H3 is rejected.

**Table 10.** VOX Organizationis factors associated with work-life balance

Category	Work life balance (%) <sup>a</sup>		p-value <sup>c</sup>	PR <sup>d</sup> (95%CI)	Adjusted PR <sup>e</sup> (95%CI)	
	Satisfactory	Non-satisfactory				
Managerial style	Participative	87.0%	13.0%	<b>0.003</b>	reference 0.60 (0.41 - 0.87)	Reference 0.81 (0.53 - 1.23)
	Autocratic	79.1%	20.9%		1.61 (0.83 - 3.15)	1.33 (0.63 - 2.83)
Work environment	Cold	89.1%	10.9%	0.103	reference	Reference
	Warm	94.2%	5.8%		0.53 (0.25 - 1.17)	0.67 (0.29 - 1.54)
Entrepreneurial orientation	Entrepreneurial	87.9%	12.1%	0.118	reference 1.33 (0.91 - 1.95)	Reference 0.74 (0.48 - 1.15)
	Risk averse	85.2%	14.8%		1.63 (0.84 - 3.18)	1.09 (0.53 - 2.24)
Openness	Closed	45.0%	55.0%	<b>&lt; 0.001</b>	reference 17.53 (10.18 - 30.21)	Reference 16.95 (9.27 - 30.97)
	Open	70.6%	29.4%		9.37 (5.99 - 14.64)	9.80 (5.95 - 16.14)

Chi-square test for comparison of levels of independent variables and the dependent variable 'outdoor-to-indoor SHS drift'.

<sup>d</sup>PR: Prevalence Ratio.

<sup>e</sup> Adjusted PR estimates were calculated using Poisson regression, adjusted to organizational culture dimensions from Vox Organizationis.

95%CI: 95% Confidence interval.

Area under the ROC curve = 77.3% (95% CI: 74.4% - 85.2%).

## 4. DISCUSSION

The main purpose of the paper was to analyze the effects of organizational culture and organizational culture dimension on job satisfaction and work-life balance. For this purpose, OCI was used to measure organizational; culture while Vox Organizationis was used to measure organizational culture dimensions. Similar to other published studies (Campbell and Göritz, 2014; Paillé et al., 2014; Kang et al., 2016), the investigation found that organizational culture is perceived differently by employees attaining managerial and non-managerial positions.

Many scholars have argued that management style affects the levels of work-life balance and job satisfaction among workers (Tromp and Blomme, 2014). This research found that the work-life balance has a positive significant relationship with job satisfaction. Along similar lines, researchers suggested that the behavior of the manager towards the employee determines the support or hindrance that is experienced. However, it is important to note a significant line of research that discusses the moderating effects of the different factors such as in example generational differences (Lopez and Ensari, 2014; Anderson et al., 2017; Rudolph, Rauvola and Zacher, 2018), income (Kara et al., 2018; Sherman, 2018), gender (Lopez and Ensari, 2014) or trust (Ariyabuddhipongs and Kahn, 2017) in the relationship between management style, work-life balance and job satisfaction. This implies the multidimensionality of the relationship and further implication of the findings of this research should be analyzed in conjunction with other environmental, social and demographic factors.

Although both of the topics of organizational culture and work-life balance have been widely discussed in the scientific literature, there is scarce academic evidence that discusses their relationships. For the purpose of this research the organizational dimensions are measured using Vox Organizationis. Based on the findings, autocratic managerial style is more likely to result in employees reporting negative work-life balance compared to participative management style, while the existence of closed companies increased the risk of reporting lower work-life balance. Similar evidence has been found in the literature suggesting the positive role that participative management style has on establishing work-life balance among employees (Stanford, Oates and Flores, 1995; Rani, Kamalanabhan and Selvarani, 2011)

#### 4.1 Limitations of the research

First, the cross-sectional approach of this study limits the conclusion on the causality of the data. Therefore, we would suggest that future research in this area undertake a longitudinal approach in order to understand the directions and relationship between the variables.

Second, the limited size of the sample represents another limitation. However it is important to note that the participants in the research were all employees from different levels in the wood industry companies in Macedonia, representing different employee levels (managerial and non-managerial) as well as different gender perspectives. To our understanding this is one of the first studies that examines the work-life balance among female employees in the wood industry. Future research would benefit from increasing the sample size in order to examine the moderating role of family relationship on the perception of organizational culture.

### CONCLUSION

This research explained the attention points for organizational culture analysts in the wood manufacturing industry in order to increase job satisfaction of its employees and reduce the work-home interference. The findings from this research are of special importance since the results indicate that organizational culture and its dimensions are perceived differently by managers and non-managers in the same company. The research also found that practicing an autocratic management style is more likely to produce lower levels of self-reported work-life balance compared to participative management style. Therefore managers are advised to consider implementing such managerial style within this industry.

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