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# Impact of Organizational Culture on the Pakistani Hotels Workforce's Job Satisfaction: Qualitative Report

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## Abstract

The influence of organizational culture on the level of job satisfaction depends on the ability to cope up with the stress and working environment. This investigation tackle the purpose of Denison's prototypical for searching the organizational culture and Spector JGS assessment to inspect workforce job gratification in the course of 5 points Likert Scale. The investigation studied 220 hotel employees from middle range 3 star hotels in Pakistan. For interpretation, researchers chiefly used MS Excel for classifying, coding, and fractionizing raw facts into processed meaningful themes. Current investigation demonstrates that employee's job satisfaction chiefly dependent on organizational culture. The study undertakes in the direction of achieving organizational goals by initiating fortify strategies towards building the strength to obtain the objective. Moreover if organizations built a strong environment of learning as a part of their culture than it boosts the commitment level of employees. Further, it also helps employees to unfolding their career achievements. On the other hand, it is observed that females are occupied with higher level of job satisfaction while males have lower. Although, high level of job satisfaction exists but its more evident by this research that premiums, bonuses, and other types of incentives aid employees to lead from low level of job satisfaction to reach on their higher apex level of job satisfaction.

**Key words:** *Organizational culture; financial rewards, job satisfaction, hotel workforce, gender perspective*

## 1. Introduction

The perception towards organizational culture has become more significant as of near the beginning 1980s. Culture is kind of fundamental factor that operates and builds the most valuable standards like idea, morales, and all the ethical values of an organization. Culture simply reflects how the things are happening or will be functioning within the organization (Nair & Somerville, 2017). Preceding researches concluded that organizational culture in the supreme factor that intends to grow their employees by creating a strong sense of learning in their environment. Therefore, it is noteworthy to be acquainted through the facet of the culture of the corporation earlier than some alteration is departing to put into practice. Studies

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concluded that confidential regulations and probability of activities functioning within the corporations, where the regulations are not legitimately well thought-out. Moreover, it is observed that workers effectively know what is imagined as of them. According to Armstrong (2006), management of the organization is mainly responsible for successful implement of rules, regulations, procedures, and culture.

Job satisfaction is considered as intense assessment of employees job errands additionally the organizational upbringing and as the product of the satisfaction. The workers flourish optimistic or pessimistic outlook on the way to the policy, values, and ethical standards of the association that greatly influence on the functioning circumstances. These optimistic or pessimistic consequences are considerably noteworthy to talk about for the prosperity of the organization. Foregoing marks over and done with that organizations have to put intense focus on construction of organizational culture. As higher the culture will results higher employees job satisfaction level. Higher job satisfaction will results in the considerable boost up in employees efficiency altitude .For that rationale the study bring into being, it imperative to identify by means of the relation flanked by the culture and job gratification of personnel (Tsai, 2011). Further, Hotel business is elected for the reason that this sector is profoundly contributes to the development and GDP of Pakistan in last five to six decades hence it is considerable industry of a country that is suffering economically. Close at hand, there is no conclusive confirmation as of the literature at dispense that the association sandwiched between variables of concentration being audit in a subjective conduct in the framework of Pakistan. Therefore, this learning is major in contributing to the executive literature in the evolving countries framework, exclusively Pakistan.

## **2. Literature Review**

### ***Organizational Culture***

Lund, (2003) stated that, job satisfaction of employees fluctuates due to the organizational culture. Another research showed by Chow *et al.*, (2001) association flanked by the organizational philosophy and job gratification in a Chinese backdrop of culture. This study reflects imperative marks in support of the organizational culture with definite unconstructive outcomes. On the other hand, there is at a standstill no sufficient literature from Pakistani perspective, as nearby it is apparent diversity in the life approach and communal attribute of functioning division in Pakistan and China. Moreover, the two countries are neighbors and share trades, and communal characteristics influence the conduct of gender to great coverage in the evolving country. Interestingly, Faizan & Haque (2016) conversely argued that Pakistan has resemblance with China in many ways but not in cultural aspects. Likewise, culture with progressive influences will predominantly decline the role stressors, so that it diminishes the rigidity in the direction of job and heightens job satisfaction, performance in the direction of job and commitment Pool (2000) and Allen (2003).

Additionally another discussion concluded by Haque & Yamoah (2014) level of organizational commitment and job satisfaction fluctuates among male and females due to the patterns of working and perceiving the organizational culture. Consequently, earlier findings

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have not yet offered conclusive evidence regarding the above-mentioned variations. Females have advanced organization commitment over males, so define the higher level of organizational commitment (Haque & Yamoah, 2014). Interestingly, different hierarchy of management influence job stressors to work differently steadily (Haque & Aston, 2016 and Haque, Aston, & Kozlovski, 2016). Gifford, Zammuto, & Goodman (2002) argued that the approach of life in the association effect the nature of work of the participants and the social qualities to human connection was largely linked with the dedication in the direction of organization, employee's involvement to their jobs, empowerment, and satisfaction to their jobs. Culture containing the norms of rewards and cornerstones of high level of encouragement than it is considered as the main backbone of employee job satisfaction (Gray, Densten, and Sarros, 2003). Leadership influences commendably the culture of organization Chang & Lee (2007). Furthermore, Haque & Yamaoh (2014) and Faizan & Zehra (2016) reflected that higher job satisfaction and organizational commitment could be highly maintained by maintaining durable culture in the organization within the restaurants hospitality sector.

Investigation by Crawford *et al.*, (1999) exposed an off-the-cuff demonstrating tactic to reading the aspects of commitment in organization and turnover of the workforces. The foremost elements designated in the reading was dissimilar issues alike time of life, outlooks of pre-employment, features of job, and the measurement of the grace of management (Haque *et al.*, 2015; Faizan & Zehra, 2016). Job satisfaction indirectly increases due to above-mentioned factors. Schein (1989) investigates poles apart cultural essentials identical the blueprint of the workplace of the organization, interfaces that communicated to recruits of that organization, elementary standards alike belief and way of life and the classifications which permits individuals to lead into and comprehend day today incidents. Odom, Boxx, and Dunn (1990) argued that the standards, which is administrative not always advances nor diverts the assurance of the workers and gratification. Subsequently, authors found that the outlooks of the workers and their acts could be improved by the culture of the organization, which reflects more or less groundbreaking features. Interestingly, to larger extent the imperative cultural values and efficiency prevailing in the organizations have close connection with the Denison's Model of Culture. The prototypical proposes that nearby can see mostly five manners of culture, which comprises connection, devotion, inflexibility, and mission. Association attribute, which originates the first, is the amount to individuals start working affective to all their assign tasks in more advanced manner. Essentially corporations are associated and measured by way of problematic to alteration (Kanter, 1983, Nair & Somerville, 2017).

### ***Job Satisfaction***

It's a wish of every worker working in the organization to gain a designation where they finds themselves on the apex level of motivation, occupied with enough success and having a handsome remuneration package (Malik *et al.*, 2010). Job satisfaction is taken as optimistic emotive level, which supports workers to gain maximum appraisals and a big box of corporate experiences. Intended for investigating for job gratification, in current investigation the investigator

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retained Job Satisfaction Review (JSR) advanced by Paul E. Spector (1985) is a nine- surface gage to measure the outlook of the workers about the features of job (Liu *et al.*, 2004). These comprises of following:

1. Remuneration: The extent of the salary in standings of investment that is expected by the workers.
2. Preferment openings: The chances for advancement in the chain of command.
3. Administration: The competences of the administrator to provide mechanical aid and the provision to performance.
4. Fringe assistances: Comprises equally financial and non-financial assistances.
5. Functioning conducts: The rules and techniques associated to the association.
6. Conditional rewards: This one shelters the credit, gratitude and benefits for the value-added work.
7. Associates: The degree to which the parallel associates are well-organized and compassionate.
8. Environment of work: The boundary to which job stretches the workers with thought-provoking responsibilities, knowledge openings and chance to receive charge.
9. Communiqué: Procedure of communiqué surrounded by the business.

### ***Organizational Culture and Job satisfaction***

Jimfraser *et al.*, (2002) put forward that the culture of the workstation is the foundation as of which the workers are emerging a considerate nearly the appropriate performance in the business. Another study revealed by Harris and Mossholder (1996) proposes that the culture inside the business is the emphasis after which all essentials of human resource management go forward. Wallach (1983) deliberated that the job presentation and the consequences of job comprises job satisfaction and participation chiefly be determined by on the match flanked by the features of the workers and culture of the association. The exploration prepared by Odom Boxx and Dnun (2003) demonstrations that the administrative culture neither boosts nor lessens the assurance of the personnel and gratification (Tsai 2011). Proposes that the authoritative culture is decidedly related with administration conduct and employment fulfillment and furthermore initiative conduct emphatically related with occupation fulfillment (*ibid*). Sabri, Ilyas, & Amjad (2001) discover that administrative culture can be categorized into two groups: organizational culture accompanying with directors and front-runners and organizational culture associated with workers. These in cooperation culture devour a constructive influence on job satisfaction. In spite of at hand is outsized amount of studies obtainable on the theme but these educations are mostly related in the industrialized markets or emerging economies such as Pakistan. Hence, it will be effective to investigate the variables in Pakistan's setting, particularly capturing the Hotel segment. Therefore, the literature at hand serves foundation to explore relationship.

### **3. Methodology**

The study falls into socio-anthropological Paradigm due to exploration in qualitative manner

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(Mackenzie & Knipe, 2006). Furthermore, study examines the subject in objective manner by exploring their views and ideas in qualitative (non-quantitative) way. Researchers followed inductive approach. The administration of the hotel was informed about the purpose of the research and circulation of survey. After consent, matrix based 5-points Likert scale (1=Strongly Disagree to 5=Strongly Agree). Moreover, survey consisted with 22 queries comprising age, gender, experience, qualification, organizational culture, pressure and stress, and job satisfaction. The respondents were approached by means of convenience sampling. The survey language was English. Pilot study empowered to reclassify the inquiries in a right way. Moreover, to confirm that dependability, reliability, and validity researchers used "triangulation approach". Moreover, confidentiality and anonymity was confirmed to respondents. Out of 300 employees, only 220 filled and returned the complete survey. In Denison demonstrate culture an organization needs to get least 200 respondents from the delegate populace (Denison, 1990). For authoritative culture, Denison social model (1990) and for job satisfaction, the Spector (1994), Job Satisfaction Review (JSR) was used. Further, Haque and Aston (2016) funnel approach was used for obtaining percentages.

#### **4. Findings and Discussions**

In demographic variables, larger part of the respondents are males (68%) aging between 30-to-39 years (32%), having bachelors Degree (44%) while 5-7 years working experience (36%). Moreover, funnel approach showed that, majority of the respondents (51.24%) obviously understood the prevailing organizational culture. Interestingly considering females-to-male ratio, females have greater acceptance than males (66.3% to 47.2%). Hence, finding is lined up with the Denison demonstrate (1990) as it backings the idea of center qualities upheld by workforce reflect solid hierarchical culture. Other than this, majority of the respondents (62.4%) established that they have complete knowledge about the moral and ethical things. Hence, it reflects there is strong self-accord view prevailing inside the hotels and workers understand the norms and culture correctly. Additionally, 55.4% decided that they wish working in same hotel because of the prevailing organizational culture and the inner atmosphere. It can be seen that the work environment encourage employees to continue with same organization hence support the work of Denison model (1990).

The participants were requested some information about the development and new ways enhancing their working effectiveness, duty, and job fulfilment. The results amazingly presented that around 68.23% of the participants approved that quality work life improve job satisfaction and commitment. That is why this research backs the previous work of Faizan & Zehra (2016). There is no evidence regarding role of transformational leadership affecting the job satisfaction and organizational culture. Therefore, the research differs from the work of Avolio & Bass (2006) but support the notion of Haque *et al.*, (2015) that under female leadership, the job satisfaction increases. This shows authoritative nation advancing advancement plus adaptable initiative style has effect on the dedication and workers' organizational commitment. Besides, in terms of knowledge in the day-to-day work, it is evident that approximately 69.7% confirmed normative and continuance commitment increase due to job satisfaction. Thus, this research funds the previous work of Hemdi (2009); Hassan, Hassan & Shoaib (2014), Haque & Yamoah (2014).

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Findings revealed that authoritative standards, 68.6% concurred that organizational objectives and vision must be constructive in creating learning environment. Besides, the organizational culture has been huge in inspiring and encouraging employees to work for the hotel (60.8%). In this aspect, study supports Denison Model (1990). Interestingly, the in-depth analysis showed higher stress leads to lower organizational commitment and job satisfaction. Thus, this research supports the preceding researches of Haque & Aston (2016) and Haque *et al.*, (2016). This study differ from Sacky & Sanda (2011) as no such evidence has been found that social support can be operative in decreasing pressure or increasing job satisfaction. Furthermore, it is also palpable that females have higher job satisfaction than males (59.1% to 45.2%). Thus, research supports Haque & Yamoah (2014). In addition to this, males have higher occupational stress than females (70.2% to 46.8%). Thus, research findings support work of Haque, Aston & Kozlovski (2016) and Haque & Aston (2016). Furthermore, majority of the participants (72.5%) agreed that managers play vital role in the job satisfaction. Therefore, a culture and condition inside the association advancing a strong part of the boss is fundamental in the development and creating of the workers and additionally expands duty and occupation fulfilment. Thus, this research is associated with the work of Zehra (2016) and Haque *et al.*, (2015). Finally, study showed that the organizations that promote the culture of communication has satisfied workforce.

## **5. Conclusion and Recommendation**

Therefore, research concludes that there is direct positive relationship between organizational culture and job satisfaction. It is clear from the organizational culture has a noteworthy role in shaping employees career path. Further, organizational culture regulates the tactical directions. Notwithstanding that, hotels having rich culture have highest level of satisfied and committed workforce. Interestingly, research confirmed that males have lower job satisfaction resulting from the stress while females have higher job satisfaction due to perception of existing friendly environment. The research found that males require financial rewards while female seek moral support and appreciation to demonstrate higher level of commitment and job satisfaction.

In view of current findings, researchers have following recommendations:

There shall be regular programs and events to enhance the sense of caring towards workers so that employees are productive. Further, the regular communication shall take place to ensure smooth operations. Additionally, it is likewise proposed that the workers shall be involved in the day-to-day affairs so that their sense of responsibility could be enhanced. Moreover, to increase the organizational commitment and job satisfaction there should be regular training sessions.

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