Who knows? Organizational culture might be the source of job satisfaction or stress: Evidence from Turkey

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Abstract:

This study aims to figure out interaction between organizational culture, job satisfaction and stress. And also, to figure out which type of organizational culture becomes the source of dissatisfaction and stress driven. For this purposes, Denison organizational culture scale, stress scale developed by House and Rizzo (1972), and also job satisfaction scale developed by Spector (1985) were used. Surveys were delivered to service sector employee in Yalova Turkey. 198 surveys were returned. To analyze the data IBM SPSS 21 program was used and correlation, regression statistical analysis were applied. Results show that organizational culture has significant effect on job satisfaction and stress level in organizational setting.

Key words: Organizational Culture, Job Satisfaction, Stress.

Introduction

Today's business world becomes so complicated and also much more competitive. Becoming a successful organization, highly educated, committed, skilled employees are required. Organization, which admires to be competitive firm in today's market must find, hire and retain required employee. Scarcity of required types of employee hinders to do that. Another difficulty is that highly educated, skilled and committed employee seeks to find right place for them to have carrier opportunities, satisfied with their job and organization, also unstressed working environment. If they couldn't find the right place, they never hesitate to leave and try to find another job (Parnell & Crandall, 2003; Vandenberg & Lance, 1992; Williams & Anderson, 1991).

On the other hand, every formal rules, regulation, organization reputation, office setting, benefits, and friends and so on might be so attractive to be a member of specific organization. But intangible assets of organization such as organizational culture might not match with employee value system and this may cause stress and dissatisfaction. If this happens, employee

will also not prefer to stay in that specific organization (Field & Abelson, 1982; Kerego & Mthupha, 1997).

Because of mentioned problems, and lack of empirical information related to these subjects in the field, this study aims to figure out interaction between organizational culture, satisfaction and stress and which type of organizational culture becomes the source of dissatisfaction and stress driven. This study also aimed to support strategy makers information how to shape organization culture to make it more employee friendly and organizational behavior field.

Literature Review

How important to fit or match with person and organization issue is worth to be examined, and has been investigated for a long time. Importance of this issue comes from its impact on organization overall performance (Saatchi, 2003; Marcoulides & Heck, 1993). Person and organization fit (P-O) theory proposes that if employee fits with all aspects of organization, not only tangible but also intangible assets, this would cause high performance of employee. On the other hand, if unfit or unmatched occurred, employee and organizational performance would be declined (Ugboro, 1993; Saks & Ashforth, 1997; Sekiguchi, 2004).

One important intangible asset of organization is culture. As P-O fit theory posits that if employee value congruence with organization culture occurs, results will be employee positive attitudes towards organization such as job satisfaction and employee commitment (Amos & Weathington, 2008).

Organizational culture is defined as a set of values, beliefs, stories, logo's, assumptions and symbols that support to understand preferred behavior and define the way employees do their jobs in specific organization (Barney, 1986). Schein (1992) accepted and defined these phenomena as a shared and learned basic assumptions which were assumed that they worked well and valid for usage to solve employee's problems for external adaptation and internal integration, and they are taught to new members as the correct way to attain, think and feel related those problems. Johnson and Scholes (1999) defined of organizational culture as "it is comprised of fundamental principles, postulations and convictions that are shared by members of an organization".

Organizational culture is a kind of guidance, list of do's and don'ts for a new comer how to become a member of a specific organization. On the other hand, this phenomena also drives all of its members behave certain way and wants everybody be the same way it dictates. If new comers don't behave the way they have to, related to organizational culture, new comers wouldn't find a place for themselves in organization. And this might causes unwanted and undesired outcomes such as low job satisfaction, turnover intention, and low performance.

Job satisfaction is one of the important outcomes which is affected by organizational culture (Irianto, 2005). Job satisfaction phenomenon is defined as a general attitude that employees have towards their jobs, and is defined by individual needs such as challenging work, equitable rewards and a supportive organizational environment and partners (Ostroff, 1992). According to Quarstein et. al. (1992), overall satisfaction is defined by key factors such as work itself, pay, promotion, supervision and co-workers (Smith et. al., 1969). And also employee involvement and organizational commitment may be influential.

Some studies have been conducted to understand relationship between organizational culture and job satisfaction. Results from this study shows that there is a significant correlation between two aspects of organizational culture and two aspects of job satisfaction (Lee & Chang, 2008).The other study which was conducted by Amos and Weathington (2008) results show that congruence of employee values and organizational values is positively related to satisfaction with the job and organization and also employee commitment to the organization. The results also support a negative relation between value congruence and employee turnover intentions.
All of these information permits to drive this hypothesis:

h$_1$: Organizational culture has a positive relationship with job satisfaction

Stress is defined as the emotional and physiological reactions to demand, situation or anything in job environment that unbalance person's equilibrium (Zastrow, 1984). Stress builds up on human beings because of so many reasons. Researchers have conducted many studies to understand reason behind stress. And these studies results showed that reasons might be role ambiguity, role conflict (Yang et. al., 2008), the quality of the working and social environment (Sparks & Cooper, 1999), job demands and lack of job resources (Pienaar & Rothmann 2003) task uncertainty and task content (Nelson and Burke, 2000), productivity pressures, job uncertainty, amount of workload and complexity (Nobletand & Rodwell, 2008).

On the other hand stress phenomenon caused so many problems in organization such as negative mental and physical ill health, organizational low efficiency and effectiveness, low motivation and morale, decrease in performance, high turnover and sick-leave, accidents, low job satisfaction, low quality products and services, poor internal communication and conflicts, poor job performance. (Cooper & Payne, 1988; Chusmir & Franks, 1988; Chang, 2008; Leong et. al., 1996; Murphy, 1995; Schabracq & Cooper, 2000).

All of these factor which causes stress, influence might be reduced by organizational culture. Because organizational culture has required information for employee to understand what organization expects from them. If organizational culture does not reflect the required information which employee needs to define their job and responsibilities, it may cause and severe the stress level of employee.

All of above information gives a permission to drive this hypothesis:

h_2: Organizational culture has a negative relationship with stress.

Conceptual Framework
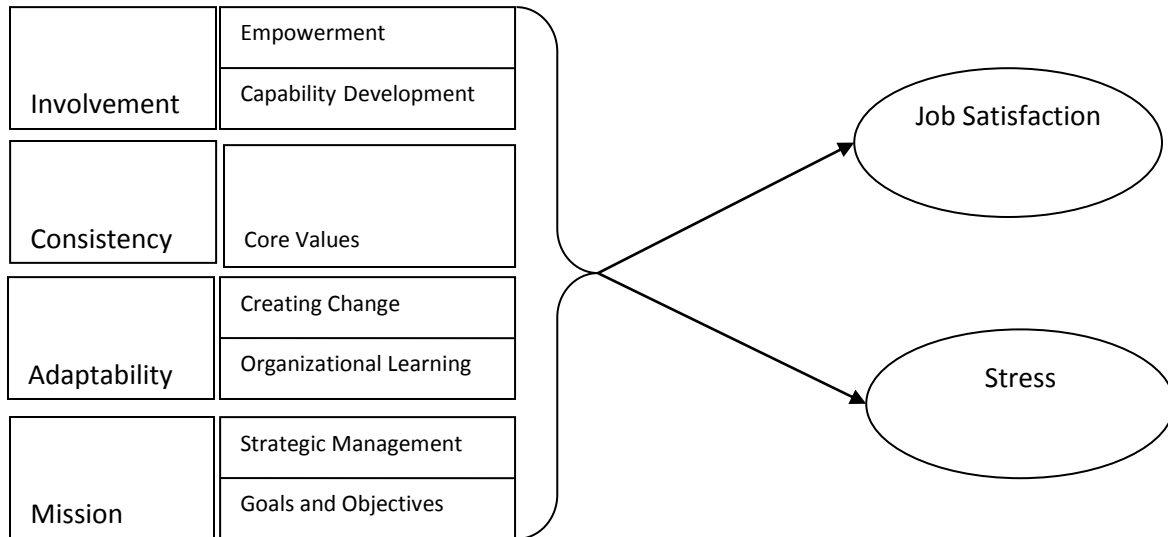
Method

Subjects and Procedures

Data were collected from service sector in Yalova-Turkey. A questionnaire survey was conducted. The questionnaires that includes demographic information, organizational culture, job satisfaction, stress items were delivered to 325 randomly selected service workers in 8 different companies. 202 surveys came back from companies and 198 were accepted to analyze. The sample included female 56.1% and male 43.9%. The majority of the respondents were married 71.7%. The range of workers old was 26 thru 42 years and the majority of participants tenure is 0-5 years 39.4%. 87.9% of participants have bachelor degree, 11.6 % has MBA degree and .5% of participants have Ph.D.

Measures

Organizational Culture

Denison Organizational Culture Survey: The self-report survey questionnaire (Denison, 1990) focus on four cultural traits (involvement, consistency, mission and adaptability).First dimension is involvement which has three sub-dimension such as empowerment, team orientation, capability development. Second dimension is consistency has also three sub-

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dimension which are core values, agreement, coordination and integration. Third dimension is adaptability. It's sub dimensions are creating change, customer focus, organizational learning. Fourth dimension is mission which has three sub-dimension such as vision, strategic direction and intents, goals and objectives. Some of the sub-dimensions were dropped due to low reliability analysis results (Cronbach's alpha coefficients was lower than .600). These sub-dimension were team orientation, agreement, coordination and integration, customer focus, and vision. Factor loads for all sub-dimension were attained between .500 thru .852.

Job Satisfaction

Brown and Peterson' (1994) job satisfaction survey was used. The scale consists of 6 items. Participants were requested to evaluate each item in terms of the frequency of their feelings ranging from 1 (strongly disagree) to 5 (strongly agree). Internal consistencies Cronbach's alpha coefficients were .862.

Stress

Stress was measured by using the scale developed by House and Rizzo (1972). The scale has 7 factors. Participants were asked to respond to stress scale by indicating the degree to which the condition applied to them on a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree). In this sample, Cronbach's alpha coefficients were .881.

Results

To test whether there is a correlation between organizational culture, job stress and job satisfaction from the survey on the service sector, a nonparametric correlation test using Spearman Rank Correlation Coefficient was employed. The result of the correlation test is shown in Table 1. From the result, it shows that the job stress significantly negatively correlated with organizational culture sub-dimension of capability development, core values, strategic management, goals and objective. This results mean that h_2 hypothesis is supported. So organizational culture might be accepted the source of stress.

And another results showed that job satisfaction has a significant positive correlation relationship with the organizational culture sub-dimension of empowerment, capability development, core values, creating change, organizational learning, strategic management, goals and objective. So this results mean that organizational culture shape and manipulate the employee job satisfaction. And also h_1 is supported.

Table 1 Correlation Results

Main Dimension		Sub dimension		**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**
			Correlations									
1.	**Job Satisfaction**			1								
2.	Stress			-,212**	1							
	Involvement	**3.**	**Empowerment**	,377**	-,136	1						
		4.	**Capability Development**	,462**	-,238**	,537**	1					
	Consistency	**5.**	Core values	,404**	-,324**	,447**	,556**	1				
	Adaptability	**6.**	**Creating Change**	,397**	-,077	,333**	,530**	,329**	1			
		7.	**Organizational learning**	,367**	,004	,405**	,485**	,467**	,579**	1		
	Mission	**8.**	Strategic management	,271**	-,176*	,385**	,432**	,471**	,469**	,578**	1	
		9.	Goals and Objectives	,428**	-,213**	,543**	,559**	,554**	,551**	,651**	,584**	1

**. Correlation is significant at the 0.01 level (2-tailed).

To understand the causal relationship between organizational culture and job satisfaction, regression analysis was applied. According to results from Table 2, there is significant positive relationship exist between job satisfaction and organizational culture sub-dimension of empowerment, capability development, core values, creating change, organizational learning, strategic management, goals and objective. It can be said that organizational culture would be the one of the source of job satisfaction. h_1 hypothesis is supported with these results.

Table 2 Regression analysis results between organizational culture and job satisfaction

| Variables	Adjusted R squared	Std. Error	F	t	Beta	Sig.
Empowerment	.142	.74314	32.386	5.691	**.377**	**.000**
Capability Development	.210	.71133	53.274	7.299	**.462**	**.000**
Core values	.159	.73373	38.286	6.188	**.404**	**.000**
Creating Change	.153	.73641	36.585	6.049	**.397**	**.000**
Organizational learning	.131	.74611	30.577	5.530	**.367**	**.000**
Strategic management	.068	.77228	15.480	3.934	**.271**	**.000**
Goals and Objectives	.179	.72518	43.844	6.621	**.428**	**.000**

Dependent variable: Job Satisfaction

Table 3 results also show that there are significant negative relationship found between stress and organizational culture sub-dimensions of empowerment, capability development, core values, strategic management, goals and objective. These results proof that h_2 is supported and also organizational culture is important factor to regulate the stress level in organization environment.

Table 3 Regression analysis results between organizational culture and stress

Variables	Adjusted R squared	Std. Error	F	t	Beta	Sig.
Empowerment	.014	.87972	3.708	-1.926	**-.136**	**.056**
Capability Development	.052	.86240	11.809	-3.436	**-.238**	**.001**
Core values	.101	.83997	23.055	-4.802	**-.324**	**.000**
Creating Change	.001	.88536	1.174	-1.083	-.077	.280
Organizational learning	-.005	.88800	.003	.053	.004	.958
Strategic management	.026	.87413	6.272	-2.504	**-.176**	**.013**
Goals and Objectives	.040	.86769	9.286	-3.047	**-.213**	**.003**

Dependent variable: Stress

Conceptual Framework Results
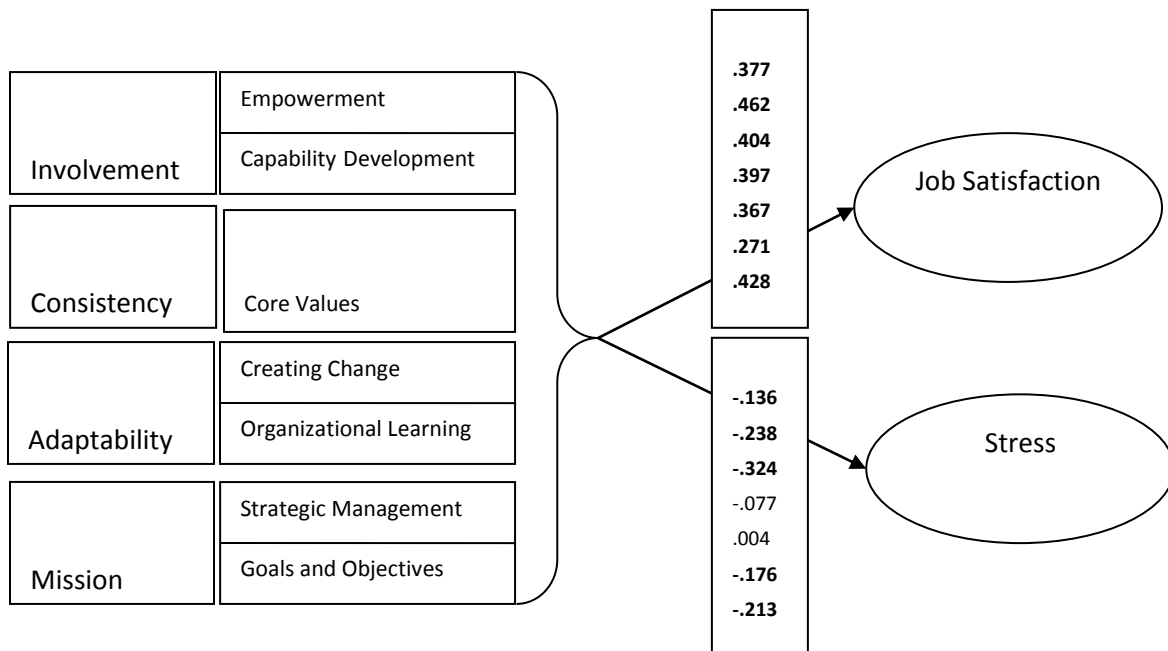
Discussion

The finding of this study shows that organizational culture is important factor which defines employee job satisfaction. As it is seen from Table's organizational culture has positive relationship with job satisfaction. This results mean that when employee signed a contract he/she expects something from organization. First thing is that empowerment according to results, attained from this study. When employee has an authority to make a decision about their work related issues and manage their own work, they may have a sense of responsibility and ownership towards organization (Dennison, 1985). Second is capability development. If organization invests money to employee development. Employee may fell that they are cared and considered. This makes them put their full effort and increase their commitment towards organization. Third important issue is core values. It means that members of the organization wants to share a set of values which creates strong sense of identity and a clear set of expectation. Fourth one is creating change. Employee wants and expects from organization to follow the environment change and adapt the organization whatever environment requires from it. This means organization want to have competitive advantage and survive it. This way member of the organization might feel their job under security. Fifth issue is organizational learning. This means that organization receives, translates and interpret signals from the environment into opportunities for encouraging innovation, gaining knowledge and developing capabilities. When all this happen, employee will feel their job in secure, because organization aims to survive and compete. Strategic management is the sixth issue. Clear strategic plans carry the organization's purpose and make clear how everyone can contribute. This means that there is no role conflict, no role ambiguity, no role uncertainty. And the last one is goals and objective. This means that if everything is clearly defined, every employee easily understand direction of their work and how to contribute to organization. This way organization reduces the uncertainty about work and work related issue.

Another subject which examined in this study was stress. Studies have shown that stress in organization is an important factor for low morale, decrease in performance, high turnover and sick-leave, accidents, and low job satisfaction (McHugh, 1993; Murphy, 1995; Schabracq & Cooper, 2000). If it is the aim to maximize employee performance and minimizing the employee stress, these are the factor which must be considered. Findings from this study showed that these factors are empowerment, capability development, core values, strategic management, goals and objective.

As it is seen from the Table's, stress has a negative relationship with these factor. This means when employee couldn't find these factor in organizational value system, they feel stressed. First factor is wanted to be seen, employee wants to have control over their work. If they have control, when they face challenge, they may feel stressed out. It could be said that the more control people have over their work, the greater their job satisfaction, the higher their work quality, and the lower their stress level. Giving employees control includes giving them the power to make job-related decisions. Second factor is capability development. This means employee wants to be renewed about their abilities. And they want that organization should

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invest something for their development. They want to feel they are cared and considered. Third factor is core values. Employee wants to see that their values are accepted as right type of behavior and model of solution. This makes employee belong to this organization. Fourth factor is strategic management. If organization is managed strategically, it means organization want to have a power to control market and stay as a dominant figure in that sector. This situation may give employee a secure feeling. Fifth factor is goals and objective. This factor actually makes everything clear related to employee role and job detail. Decreasing uncertainty makes employee more comfort in the organization.

All of this results show that organizational culture can be used to increase the employee job satisfaction and reducing the stress.

Conclusion

Study results show that increasing job satisfaction is not only related to work itself, pay, promotion, supervision and co-workers (Smith et. al., 1969). Some other factor should be considered to increase it. One of the environmental factor is organizational culture. Changing value system is not an easy job. But if organization wants to be a powerful actor in the market, and make their employee contribute as much as they can, managers have to consider to make the organizational culture job satisfaction developer and stress reducer.

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