The Effect of Organizational Culture on the Relationship between Job Satisfaction and Organizational Commitment

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Abstract—The purpose of the study was to investigate the effect of organizational culture on the relationship between job satisfaction and organizational commitment to answer the following questions: Is there any relationship between job satisfaction and organizational commitment? Is there any relationship between job satisfaction and organizational culture? Is there any relationship between organizational culture and organizational commitment? Dose organizational culture effect the relationship between job satisfaction and organizational commitment? Therefore, a questionnaire was used to collect the data from a sample of 350 employees from commercial banks in Libya based on random sample sampling. SPSS program was used to reach findings of the study. The empirical results of the current study indicated that the relationship between three variables of the study such as job satisfaction, organizational culture and organizational commitment was positive significant relationship while organizational culture effect the relationship between job satisfaction and organizational commitment in commercial banks in Libya.

Keywords-: Job satisfaction, Organizational commitment, Organizational culture,

I. INTRODUCTION

The relationship between job satisfaction, organizational commitment and organizational culture has attracted considerable interest from both academics and practitioners. Much of the interest on these variables is based on the results of the previous studies which have asserted that these concepts may have an impact on the organizations performance (Lok and Crawford, 2001; Yousef, 2001and Shurbagi and Zahari,2012a). On the other hand, some scholars investigated the relationship between job satisfaction and organizational commitment the findings asserted that the relationship between these variables was significant and positive relationship (Chen and Francesco 2000; Lok and Crawford 2001; Mathieu and Zajac 1990; Williams and Hazer 1986). Meanwhile, Yiing and Zaman Ahmad, (2009), pointed out that the relationship between job satisfaction and organizational commitment was negative relationship in Education sector in Malaysia. Yousef, (2000) and Lim, (2010) further suggested that job satisfaction and organizational commitment have been theoretically and empirically linked to organizational effectiveness.

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II. LITERATURE REVIEW

2.1 Job satisfaction

Job satisfaction has been a phenomenon of intense interest among practitioners and researchers for several decades (Cranny, et al. 1992; Hwang and Chi 2005; Locke 1976 and Spector 1997). Many different definitions have been put, for instance, some definitions focus on the job itself, while others include all the job-related factors. Practitioners and researchers have defined satisfaction as positive feelings or aggressive responses; whereas others have defined it as the gap between the expected gain and the actual gain. Spector, (1985) defined job satisfaction as a cluster of evaluative feelings about the job.

2.2 Organizational commitment

The topic of organizational commitment has become immensely popular in the past two decades through interest of researchers and practitioners in the field of management (Mowday, et al. 1982 and Meyer and Allen, 1991). Organizational commitment, like most other concepts in social sciences, has no single or unique definition. It has been defined differently by different authors. For instance, (Kanter, 1968) described 'cohesion commitment' as 'the attachment of an individual's fund of affectivity and emotion to the group'. While (Buchanan, 1974) conceptualized commitment as a partisan, affective attachment to the goals and values of the organization to one's role in relation to the goals and values, and to the organization for its own sake, apart from its purely instrumental worth. Porter, et, al. (1974) defined organizational commitment as the strength of an individual's identification with and involvement in a particular organization. In addition, Meyer and Allen, (1984) building to Porter, et, al. (1974), definition has been divide the concept of organizational commitment into three components and defined organizational commitment in terms of affective, continuance, and normative.

Affective commitment refers to the employee's emotional attachment to, identification with, and involvement in the organization.

Continuance commitment refers to an awareness of the costs associated with leaving the organization.

Normative commitment reflects a feeling of obligation to continue employment.

Meyer and Allen, (1984) definitional approach, the three components of organizational commitment are components

rather than types. Meyer and Allen, (1984) noted the bases are conceptually mutually exclusive. The three dimensions were characterized as a "three component conceptualization of Organizational Commitment" and were described as components rather than types commitment that is, employees can experience each of these psychological states to varying degrees (Allen and Meyer, 1990 and WeiBo,et, al. 2010). Based to the literature the approach of Meyer and Allen, (1984) became the dominant one to the study of commitment (Cohen, 2007 and WeiBo,et, al. 2010).

2.3 Organizational culture

In fact, the roots of organizational or corporate culture began in the mid nineteenth century Blake and Mouton, (1969) were the first authors who mentioned the link between organizational culture and excellence in the late 1960s. However Hofstede, (1998) pointed out that the concept of organizational culture has became a common parlance two decades after it was used by Blake and Mouton, (1969) an aspect of the organization. Schein, (1992) defined organizational culture as a pattern of shared basic assumptions that the group has earned as it solved its problems of external adoption and internal integration that has worked well enough to be considered valid. Therefore, would be taught to the new members as the correct way to perceive, think and feel in relation to those problems. Schein, (1992) in this definition also describes organizational culture as being deeper than behaviour and artifacts.

2.3.1 Types of organizational culture (Cameron and Quinn Model) Competing Values Framework (CVF)

Quinn and Cameron, (1983) and Cameron and Freeman, (1991) had introduced the Competing Values Framework (CVF), which identified four types of culture such as: clan, adhocracy, hierarchy and market culture. The theory of the Competing Values Framework (CVF) suggests two dimensions; the first dimension differentiates the effectiveness criteria that emphasize flexibility, discretion, and dynamism from the criteria that emphasize stability, order and control. The second dimension differentiates the effectiveness criteria that emphasize an internal orientation, integration and unity from the criteria that emphasize an external orientation, differentiation and rivalry. The Competing Values Framework (CVF) of (Quinn and Rohrbaugh, 1983) is very useful in organizing and interpreting a wide variety of organizational phenomena. Cameron and Quinn, (2006) from this theory, defined organizational culture as being taken for granted the values, underlying assumptions, expectations, collective memories and definitions present in organization. Each quadrant has been given a label to distinguish its most notable characteristics. Cameron and Quinn from this theory suggest four types of culture in organizations such as clan, adhocracy, hierarchy and market which illustrate in fig 1.
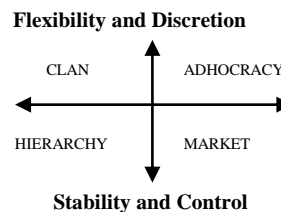

Fig 1 The Competing Values Framework

2.3.1.1 Hierarchy culture

Cameron and Quinn, (2006) the first introduce of the hierarchy culture by Weber consists of seven characteristics such as rules, specialization, meritocracy, hierarchy, separate ownership, impersonality, and accountability. These characteristics were deemed highly effective in the accomplishment of the purpose, and were adopted widely in organizations whose major challenge was to generate efficient, reliable, smooth flowing, and predictable output.

2.3.1.2 Market culture

The term market is not similar to the marketing function or with consumers in the market place. Rather, it refers to a type of organization that functions as a market itself. It is oriented towards the external environment instead of internal affairs. It is focused on transactions with (mainly) external constituencies such as suppliers, customers, contractors, licensees, unions, and regulators. The market operates primarily through economic market mechanisms, mainly the monetary exchange. That is, the major focus of markets is to conduct transactions (exchange, sales, and contracts) with other constituencies to create a competitive advantage. Profitability, bottom-line results, strength in market niches, stretch targets, and secure customer bases are the primary objectives of the organization. Not surprisingly, the core values that dominate such market-type organizations are competitiveness and productivity. Competitiveness and productivity in the market organizations are achieved through the strong emphasis on external positioning and control.

2.3.1.3 Clan culture

The term clan culture is used because of its similarity to a family-type organization. It seems more like extended families than economic entities. Instead of the rules and procedures of hierarchies or the competitive profit centers of markets, typical characteristics of clan-type firms were teamwork, employee involvement programs and corporate commitment to employees.

2.3.1.4 Adhocracy culture

A major goal of the adhocracy culture is to foster adaptability, flexibility, and creativity where uncertainty, ambiguity, and information overload are typical. The adhocracy organization may frequently be found in industries such as aerospace, software development, think-tank consulting, and film making. An important challenge for these organizations is to produce innovative products and services and to adapt quickly to new opportunities. Unlike markets or hierarchies, adhocracies do not have a centralized power or an authority relationship. Instead, power flows from individual to individual or from task team to task team, depending on what

problem is being addressed at the time (Cameron and Quinn, 2006).

In the last three decades, academics and researchers have received increasing attention to investigate the relationship between job satisfaction, organizational commitment and organizational culture (Williams and Hazer, 1986; Yousef, 2000; Lok and Crawford 2001 and Lim, 2010). Numerous of these studies in the area of organizational behavior asserted that the relationship between job satisfaction and organizational culture was significant and positive relationship while other studies pointed out that the level of satisfaction was different based on type of dominant culture in the organization (Yousef, 1998; Chen and Francesco, 2000 and Lok and Crawford 2001; Xenikou and Simosi, 2006; Rad and Yarmohammadian, 2006; Hu, et, al., 2009 and Shurbagi and Zahari, 2012b).

On the other hand some scholars investigated the relationship between job satisfaction and organizational commitment the findings asserted that the relationship between these variables was significant and positive relationship (Chen and Francesco 2000; Lok and Crawford 2001; Mathieu and Zajac 1990; Williams and Hazer 1986). Meanwhile, Yiing and Zaman Ahmad, (2009), pointed out that the relationship between job satisfaction and organizational commitment was negative relationship in Education sector in Malaysia. Yousef, (2000) and Lim, (2010) further suggested that job satisfaction and organizational commitment have been theoretically and empirically linked to organizational effectiveness. Moreover, the previous studies on the field of organizational behavior pointed out that there was a positive correlation between organizational commitment and organizational culture (Zainol, 2009; Zazzali et al 2006; Lim 2010; Shah, 2007). Lok and Crawford, (1999); (2004) and (2007) confirmed that organizational culture was important organizational antecedents of job satisfaction and commitment. These results were supported by Zavyalova and Kucherov, (2010), and Zainol, (2009), who pointed out that organizational culture can influence the organizational commitment and organizational culture have a significant relationship with three dimensions of organizational commitment such as affective, continuance and normative. In fact, most of these studies investigated the relationship between these variables independently. However, the relationship between job satisfaction, organizational commitment, organizational culture and the effect of organizational culture were not explored intensively enough in the literature in general and Libyan setting in particular.

Furthermore, the study wishes to test the relationship between job satisfaction, organizational commitment, organizational culture and the effect of organizational culture on this relationship in commercial banks in Libya. Furthermore, Yet no study has been conducted to investigate the relationship between these variables and the effect of organizational culture on this relationship. This study, therefore, is unique as it will help to fill this gap in an effort to improve the understanding the relationship between these variables and the effect of organizational culture on this relationship in Middle East in general and in Libyan setting in particular. Based on the foregoing, the effect of organizational

culture on the relationship between job satisfaction and organizational commitment were not explored intensively enough in the literature.

III. AIMS AND RESEARCH HYPOTHESES

The main aim of this study is to investigate the relationship between the variables of the study such as job satisfaction, organizational commitment, organizational culture and the effect of organizational culture on the relationship between job satisfaction and organizational commitment in commercial banks in Libya as this has received little attention in the past. On the basis of previous research findings and a consideration of the present study context, a number of hypotheses can be proposed.

H1. There is a relationship between job satisfaction and organizational commitment.

H2. There is a relationship between job satisfaction and organizational culture.

H3. There is a relationship between organizational culture and organizational commitment.

H4. Organizational culture has significant effect on the relationship between job satisfaction and organizational commitment.

IV. RESEARCH METHODOLOGY

4.1 Instruments Measurement

To gather research data in the current study, questionnaire is preferred due to its ability to collect data from respondents within a limited time frame. The instrument consisted four parts such as demographic variables, job satisfaction, organizational culture and organizational commitment. Three instruments were used to measure the variables of the study. These instruments are as following:-

4.1.1 The Job Satisfaction Survey (JSS) developed by Spector (1997) includes 20 items was used to measure five facets of job satisfaction such as supervision, benefits, rewards, operating procedure and co-workers satisfaction. A Likert scale was used in which the respondents rate each alternative for each item on a scale from (1= strongly disagree; to 5=strongly agree). The internal consistency reliability (Cronbach's Alpha) for this scale in this study was 0.88

4.1.2 The Organizational Culture Assessment Instrument (OCAI) developed by Cameron and Quinn, (2006) as defined by the Competing Values Framework will be implemented in this study. The (OCAI) questionnaire was used to obtain an insight into the organizational culture based on the Organizational Culture Assessment Instrument (OCAI) which divided the organizational culture into four types namely, clan, adhocracy, market and hierarchy culture. This survey instrument requires the sample to respond to six key dimensions. Cameron and Quinn, (2006) the (OCAI) dimensions range from, dominant characteristics, organizational leadership, management of employees, organization glue, strategic emphasis and the criteria for success. Each of the six dimensions has four alternative answers which brings the total items of the (OCAI) questionnaire to 24 items. A Likert scale was used in which the respondents rate each alternative for each item on a scale from

(1= strongly disagree; to 5=strongly agree). The internal consistency reliability (Cronbach's Alpha) for this scale in this study was 0.92.

4.1.3 Three Components Organizational Commitment Questionnaire (TCOCQ) developed by (Allen and Meyer, 1990) instrument for the multidimensional organizational commitment was adopted for this study to measure organizational commitment. The instrument measures the three dimensions of organizational commitment includes items that measure affective, continuance and normative commitment. There are 24 items in the scale, each dimension of organizational commitment (affective, continuance and normative) has 8 items. A five-point Likert scale will be used with responses ranging from (1= strongly disagree; to 5= strongly agree). Therefore, the validity and reliability of the instruments which use in this study such as The Job Satisfaction Survey (JSS), The Organizational Culture Assessment Instrument (OCAI) and Three Components Organizational Commitment Questionnaire (TCOCQ) scales have been established through previous researches and the Cranach's Alpha coefficient of the instruments were above 0.70 (Allen and Meyer, 1990; Spector 1997; Flemming, 2009; Lim, 2010; Shurbagi and Zahari, 2013b and Shurbagi, 2014a). The internal consistency reliability (Cronbach's Alpha) for this scale in this study was 0.80. Sekaran, (2005) pointed out that Cronbach Coefficient Alpha of 0.70 or more are considered good.

4.2 Participants

To investigate the nature of the relationship between job satisfaction, organizational commitment, organizational culture and the effect of the organizational culture on this relationship in commercial banks in Libya, out of (350) questionnaires were distributed with (300) returning. Of the (300) that returned, (45) questionnaires were rejected, due to insufficient data, resulting in (255) usable questionnaires yielding a response rate of 72%. The random sample sampling was used in this study and the sample size has been chosen according to the employees of commercial banks. The data were then analyzed using Statistical Package for Social Sciences (SPSS).

V. Empirical Results

Data was analyzed through descriptive statistical methods with mean, standard deviation, percentage, Correlation Coefficient, Linear, and Multiple Regression. Table 1.1 contained profile of the respondents of the study. From the table 1.1 it was obvious that the respondents between 46-55 years constitute majority of respondents with 130 (50.8%) of the total of respondents while the least respondents with age range goes to those with less than 25 years 20 respondents (7.8%). As mentioned earlier, the respondents for this study are employees from commercial banks the majority of respondents hold Bachelor Degree 60 (23.5%), while 45 respondents (17.6%) completed their high diploma. 165 (64.7%) of the respondents were married while only 90 respondents (35.2%) were single. From total of 255 respondents from commercial banks indicate that, 174 of them (68.2%) were male while the remaining was female. From table 1.1 it can be seen that 105 of respondents (41.1%) have

working experiences in commercial banks for 11-15 years, only 35 of respondents (13.7%) have working experiences in commercial banks for 1-5 years. All this information has given in Table 1.1.

TABLE1.1
PROFIT OF THE RESPONDENTS

Contents	Frequency	Percent%
Age		
< 25 years	20	7.8
26 - 35 years	35	13.7
36 - 45 years	30	11.7
46 - 55 years	130	50.8
> 55 years	40	16
Educational level		
Primary School	35	13.7
High Diploma	70	27.4
Bachelor Degree	88	34.5
Master Degree	55	21.5
PhD	7	2.9
Marital status		
Single	90	35.2
Married	165	64.7
Gender		
Male	174	68.2
Female	81	31.8
Working Experience		
1-5 years	35	13.7
6-10 years	55	21.5
11-15 years	105	41.8
16- 20 years	60	23.5
21- 25 years	33	14.5
> 25 years	43	18.9

Table 2.1 provided the percentages, means, and standard deviations related to the perceptions of respondents of the sample of the study about job satisfaction, organizational commitment and organizational culture in their organization. According to table 2.1 the means of facets of job satisfaction such as were (3.55, 3.43, 3.22, 3.0 and 2.99), and the standard deviations of them were (0.95, 0.97, 0.98, 0.94 and 0.96). On the other hand, the mean of types of organizational culture such as clan, adhocracy, market and hierarchy culture were (3.22, 3.12, 3.18 and 3.00) respectively, while the standard deviations of them were (0.99, 0.88, 0.92 and 0.83) respectively. Therefore, according to previous table the means of affective, continuance and normative commitment were (3.12, 3.02 and 3.14) respectively, while the standard deviations of them were (0.91, 0.76 and 0.90) respectively. Table 2.1 summarizes the mean and standard deviation of these variables.

TABLE 2.1
MEAN AND STANDARD DEVIATION

Variables & Dimensions	M	SD
Supervision Satisfaction (SS)	3.55	0.95
Benefits Satisfaction (BS)	3.43	0.97
Rewards Satisfaction (RS)	3.22	0.98
Operation Procedure Satisfaction (OPS)	3.01	0.94
Co-Workers Satisfaction (CWS)	2.99	0.96
Job Satisfaction (JS)	**3.25**	**0.85**
Clan Culture (CC)	3.22	0.99
Adhocracy Culture (AC)	3.12	0.88
Market Culture (MC)	3.18	0.92
Hierarchy Culture (HC)	3.00	0.83
Organizational Culture (OC)	**2.98**	**0.95**
Affective Commitment (AC)	3.12	0.91
Continuance Commitment (CC)	3.02	0.76
Normative Commitment (NC)	3.14	0.90
Organizational Commitment (OC)	**3.10**	**0.73**

To study the correlation between variables, correlation coefficient was selected to investigate the relationship between variables of the study such as job satisfaction, organizational commitment and organizational culture. The result of the current study pointed out that the employees the organizations investigated are committed to their organizational and satisfied with their jobs. Result also indicates that there is a significant positive relationship between job satisfaction and organizational commitment (0.48), job satisfaction and organizational culture (0.54). Moreover, result asserts that the relationship between organizational commitment and organizational culture is a significant positive relationship (0.52). Table 3.1 summarizes the result.

TABLE 3.1
CORRELATION BETWEEN VARIABLES OF THE STUDY

	JS	OC	OC
Job Satisfaction	1	0.48**	0.54**
Organizational Commitment		1	0.52**
Organizational Culture			1

VI. HYPOTHESES TESTING

The hypotheses of the study were tested based on the work of Baron and Kenny (1986); Iacobucci, et, al., (2007); Iacobucci (2012) there are four steps to test the mediating effect. According to this model Simple Linear Regression Analysis was used to test the relationship between the variables of the study such as dependent variable, independent variable and mediating variable. Meanwhile Multiple Linear Regression Analysis was used to test the mediating effect of the mediator variable on the relationship between independent and dependent variables. The results of regression analysis are as follow:-

1. Based on table 4.1 the result of linear regression indicates that (job satisfaction) has contributed significantly in the variability of (organizational commitment) by 45% from the total variability. Regression coefficients were found to be significant for job satisfaction and organizational commitment that could be confirmed by their respective t statistics and p-value. By looking at the beta coefficient for organizational commitment can determine the relationship between job satisfaction and organizational commitment. The regression model implied in this study was found statistically significant (P-value < 0.05). Those findings could be suggested that the model was able to fit the data. On the other hand, from the result of regression analysis it could be concluded that the relationship between job satisfaction and organizational commitment is a positive relationship Table 4.1 summarizes the results of Regression Analysis between job satisfaction and organizational commitment.

TABLE 4.1
LINEAR REGRESSION ANALYSES BETWEEN JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.679	0.456	0.453	0.594

	Unstandardized		Standardized		
	B	Std. Error	Beta	t	Sig.
Constant	1.252	0.166		6.211	0.000
JS	0.682	0.061	0.697	12.145	0.000

2. From table 5.1 the result of linear regression indicates that (job satisfaction) has contributed significantly in the variability of (organizational culture) by 42% from the total variability. Regression coefficients were found to be significant for job satisfaction and organizational culture that could be confirmed by their respective t statistics and p-value. By looking at the beta coefficient for organizational culture can determine the relationship between job satisfaction and organizational culture. The regression model implied in this study was found statistically significant (P-value < 0.05). Those findings could be suggested that the model was able to fit the data. On the other hand, from the result of regression analysis it could be concluded that the relationship between job satisfaction and organizational culture is a positive relationship Table 5.1 summarizes the results of Regression Analysis between job satisfaction and organizational culture.

TABLE 5.1
LINEAR REGRESSION ANALYSES BETWEEN JOB SATISFACTION AND ORGANIZATIONAL CULTURE

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.627	0.428	0.426	0.40

	Unstandardized		Standardized		
	B	Std. Error	Beta	t	Sig.
Constant	0.368	0.168		2.384	0.000
JS	0.726	0.042	0.627	14.871	0.000

3. According on table 6.1 the result of linear regression indicates that (organizational culture) has contributed significantly in the variability of (organizational commitment) by 61% from the total variability. Regression coefficients were found to be significant for organizational culture and organizational commitment that could be confirmed by their respective t statistics and p-value. By looking at the beta coefficient for organizational commitment can determine the relationship between organizational culture and organizational commitment. The regression model implied in this study was found statistically significant (P-value < 0.05). Those findings could be suggested that the model was able to fit the data. On the other hand, from the result of regression analysis it could be concluded that the relationship between organizational

culture and organizational commitment is a positive relationship Table 6.1 summarizes the results of Regression Analysis between organizational culture and organizational commitment.

TABLE 6.1
LINEAR REGRESSION ANALYSES BETWEEN ORGANIZATIONAL CULTURE AND ORGANIZATIONAL COMMITMENT

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.735	0.615	0.614	0.312

	Unstandardized		Standardized		
	B	Std. Error	Beta	t	Sig.
Constant	0.712	0.076		8.445	0.000
OC	0.624	0.033	0.735	28.656	0.000

4. As shown in table 7.1 the R Square of 0.68, means that the data used in the sample accounts for about 89% of the relationship between job satisfaction, organizational commitment and organizational culture in the population. The probability value obtained is less than the predetermined alpha value (p-value < .05). There exists adequate evidence to show that organizational culture has a significant effect on the relationship between job satisfaction and organizational commitment in the current study. In addition, organizational culture contains significant predictors in estimating the relationship between job satisfaction and organizational commitment.

TABLE 7.1
MULTIPLE REGRESSION ANALYSES BETWEEN VARAILES OF THE STUDY

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.680	0.549	0.547	0.320

	Unstandardized		Standardized		
	B	Std. Error	Beta	t	Sig.
Constant	-0.383	0.110		-3.114	0.000
OC	0.654	0.038	0.532	15.732	0.000
JS	0.287	0.034	0.265	8.234	0.000

VII. CONCLUSION, LIMITATIONS & RECOMMENDATIONS

This study constituted an exploratory investigation into the relationship between the variables of the study such as job satisfaction, organizational commitment and organizational culture and the effect of organizational culture on the relationship between job satisfaction and organizational commitment in commercial banks. From the current study it could be concluded that the relationship between the variables of the study such as job satisfaction, organizational commitment and organizational culture is positive and significant relationship and organizational culture as a mediating variable effect the relationship between job satisfaction and organizational commitment. The current study

contributes significantly toward developing the understanding of organizational behavior in Libya and other developing countries which have a few studies in this field. In addition, the study contributes to the knowledge in this area. Despite these features and applications, the current study has some limitations. The current study focuses only on five facets of job satisfaction it should also be noted that there are other factors that could affect job satisfaction such as pay, promotion and communication. These factors were not investigated in this study although they might affect job satisfaction. Based on that, future research may be beneficial if more items and better measures are developed in relation to this outcome variable. Therefore future researchers could investigate the effect of organizational culture on this relationship between these variables such as job satisfaction and organizational commitment in both the public and private sectors.

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