Organizational cultural and Job satisfaction - A study of health care industry

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Abstract

The main purpose of this paper is to examine the impact of several perceived organizational culture variables on the job satisfaction of a cross-section of health care employees. To gain greater insight into how culture affects employees feelings about their jobs, the relationships between five cultural variable and five components of job satisfaction are also examined. Finally, the implications of the findings for health administrator are explored and activities that might lead to improvements in employee's morale are discussed.

Key words: Organizational Culture, Job Satisfaction, Managing Change, Achieving goals, coordinated Team work.

INTRODUCTION

In spite of the fact that productive workers can't be happy workers always, but most of the research findings from diverse occupations suggest that better working environment does influence the employee's job behaviour. Organizational culture has been extensively studied on variety of dimensions pertaining to different aspects of organization across the western settings. In this study we are looking organizational culture as individual's autonomy, his association with others within and outside organization in Indian context. The study contributes to theoretical knowledge on the influence of organizational culture on job satisfaction by going beyond west and taking into consideration the Indian scenarios. Due to the growing potential of health tourism and overall health care in India this study can help health administrators to determine how to improve health workers job satisfaction because application of universal HR best practices may lead to undesirable outcomes.

The subject of organisational culture attracted a large amount of attention in the late 1980s and early 1990s as management scholars explored the reasons behind the failure of U.S. firms in competing with their Japanese counterparts (Ojo, 2010). An organisation's culture is considered to be an important factor affecting organisational success or failure (Sawner, 2000). It is frequently held accountable for organisational ills and, on occasions, praised for creating positive qualities (Baker, 2004; Shani & Lau, 2008). In addition to organisation-level effects, the impact of organisational culture on key employee attitudes is well documented (Cameron & Quinn, 2011). Organizational culture has been defined in many ways in the literature, for example Organizational culture is defined as "a system of shared values (that define what is important) and norms (appropriate attitudes and behaviors) by O'Reilly and Chatman's (1996).Hofstede (1991) defined organizational culture as "the collective programming of the mind which distinguishes the members of one organization from another".Schein's (1992,)"A pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and

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internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members of the organization as the correct way to perceive, think, and feel in relation to those problems". In the present study accepted the definition of organizational culture provided first by Talcott Pearson. He described couture as the indispensable "glue" which brings and keeps together the organizational ability to carry on five basic functions necessary for survival. These functions are managing change, achieving goals, coordinating teamwork, customer orientation and building a strong culture.

The job satisfaction of employees occupies the important place in the list of main concerns of human resource management department. The reason of this importance is twofold. On one side it helps in retaining the employees and on the other side it raises their performance level. According to (Hoppock 1935) job satisfaction is "any combination of psychological, physiological, and environmental circumstances that causes a person to say, "I am satisfied with my job". Ivancevich et al. (1997) state that job satisfaction is something due to which a worker feels that how well he/she is in an organization. Researchers link job satisfaction with many factors e.g. fairness of rewards, growth opportunities, participation in decision making, supervisory support and compensation etc. A large number of researchers, however, link job satisfaction with organizational culture e.g. Taber (1975), Jiang and Klen (2000), Mckinnon (2003), Navaie-Waliser (2004), Rad (2006), Arnold (2006), Chang and Lee (2007), and Mansoor and Tayib (2010) etc. According to Schhneider (1983) organizational culture is a combination of value system and assumptions which lead an organization to run its business. According to Peters (1982) success of the organization depends on the brilliance or excellence of the culture.

PURPOSE STATEMENT

The purpose of this study is to recognize the predictive value of cultural perception for job satisfaction. From this purpose statement of the study, the following specific objectives have been derived:

1. To recognize the impact of organizational culture on job satisfaction.
2. To determine empirically the relationship between organizational culture and employee job satisfaction
3. To formulate recommendations regarding organizational culture and employee job satisfaction.

REVIEW OF LITERATURE;

Employees are constantly surrounded by culture in organizations which forms the background of their work lives. Organizational culture provides a powerful mechanism for controlling employee's behavior by impacting their job satisfaction. Job satisfaction, is improved when the organizational culture is supportive and also when the organizational culture is innovative. (Odom, Boxx and Dunn 1990). It has been found organizational culture is significantly related to job satisfaction variables. (Sempane et al. 2002; Zeinalipoor, Fini and faghihi 2014; Falemu and Ojo 2013; Zahari & Shurbagi 2012). Organizational cultures focusing on care of employee's and their families significantly improve job satisfaction (Pattnaik 2011). The level of organizational culture can help to predict the job satisfaction of the employees of the organization and in that way job satisfaction can be used to predict employee's

perception of organizational culture (Allameh, et al 2013). Some cultural variables improve job satisfaction while others have negative impact and some variables do not effect job satisfaction at all. Supervisor support and open communication make a significant impact on job satisfaction's level whereas, rules and policies, rewards and benefits has no impact on the job satisfaction of the employees. Employee job satisfaction depends upon individual to individual nevertheless supervisor support and communication is not the only determinant of job satisfaction (Nadarasa 2013). Iwu, Ile and Ukpere (2012) noted that cultural factors of role clarification and job design; equitable performance management; integrated leadership and knowledge sharing; Self-efficacy; family-friendly work environments (FFWE's), leader credibility and innovation and excellent customer relations and technology have a significant impact on employee satisfaction. Kerego and Mthupha (1997) found working conditions like, clear staffing policy, clear channels of communication, staff participation in decision making, security and good governance as having adverse effects on job satisfaction.Ardakani, Jowkar and Mooghali (2012) found that two variables of open system environment and reasonable goals are positive predictors of job performance. Environment of human relations and internal processes are positive predictor of job satisfaction, and open systems environment were negative predictors of job satisfaction. They argue that high level of employee's motivation is affected by organizational environment

Cultural traits of fairness, opportunities for personal growth, enthusiasm for the job and good reputation enhance job satisfaction. On the other hand, cultural trait, that is aggressiveness, seems to confine job satisfaction. Going a step further, it appears that employee gender and age influence the way that the organizational values affect their job satisfaction (Bellou 2009).) There is a significant relationship between individual creativity & innovation of employees and job satisfaction. There is also a significant relationship between job satisfaction and encouragement. But there is no significant relationship between cooperation and organizational unity and job satisfaction and it is seen as a restriction on activities of any industries. (Sheikh and Poor 2000). The leadership styles have been found to impact job satisfaction to great extent. As it has been found that strong relationship exist between leadership style and organizational culture (Jaskyte 2004). Authentic leadership partially mediates the positive relationship between flexibility-oriented organizational cultures and employees' job satisfaction Azanza, et al 2013). Transformational Leadership has a significant and positive impact on job satisfaction in clan or in the Task management organizational culture (Chang and Lee 2007). Organizational cultures can be related to managers and non-managers and latter provides better job satisfaction compared to former in an organization (Sabri, Ilyas and Amjad2011). Congruence of employee organizational values or culture by employers is positively associated with satisfaction with the job and organization as a whole and employee commitment to the organization (Amos and Weathington 2008). Organizational learning culture had significant influences on both job satisfaction and motivation to transfer learning (Egan, Yang, and Bartlett 2004). Perceptions of a high level of organizational learning culture has a positive effect on job satisfaction and organizational commitment, and job satisfaction has a negative effect on turnover intention and a positive effect on organizational commitment (Hsu 2009). Strength of organizational culture predicted job satisfaction well and positively; job satisfaction predicted inpatient satisfaction significantly and positively; and inpatient satisfaction predicted general inpatient satisfaction well and positively (Tzeng, Ketefian and Redman 2000). Numerous studies have demonstrated the

influence of organisational culture on job satisfaction and organisational commitment (Cameron & Freeman, 1991; Goodman, Zammuto, & Gifford, 2001; Lok & Crawford, 2004; Peters & Waterman, 2004; San Park & Kim, 2009).Barney (2013) noted firm's culture can be a source of sustainable competitive advantage if that culture is valuable, rare, and imperfectly imitable. Firms without valuable, rare, or imperfectly imitable cultures cannot expect their cultures to be the source of sustained competitive advantages. Nor can such firms expect that efforts to change their cultures, though they may successfully incorporate new valuable attributes, will generate sustained superior performance.

Culture has been studied and analyzed at cross cultural level and there have been similarities as well as dissimilarities in cultural impact. Denison, Haaland and Goelzer (2004) noted a high level of similarity between organizational culture and effectiveness in Europe, America or Asia, Canada, Australia, Brazil, U.S.A., and South Africa but a divergent pattern of findings from Japan and Jamaica. Deshpande and Farley (2003) noted that Open organizational cultures (competitive and entrepreneurial), stronger market orientation, and innovativeness all had a pattern of positive effects on performance as expected, they find similar substantive results in 10 countries, both industrial and industrializing, both Western and Asian, and in both market economies and economies in transition from central planning. Similar results hold qualitatively within a diverse set of Chinese cities. Aycan, Kanungo and Sinha (1999) Compared Indian and Canadian managers and employees in assessing socio cultural environment and internal work culture. Indian scored higher than Canada on paternalism, power distance, and uncertainty avoidance, loyalty toward community, reactivity, and futuristic orientation. Indian employees reported having less enriched jobs than did Canadian employees. Gordon and Ditomaso (1992) indicated that a strong culture regardless of content and a substantive value placed on adaptability are associated with better performance for two to three subsequent years on both criterion measures.

VARIABLES AND HYPOTHESIS:

Talcott Person has argued that in order to survive the organization in the complex environment they have to perform some important function. Performing these functions in a proper way will establish a kind of culture that will be an important source of job satisfaction for the employees. As per Talcott Pearson these functions are managing change, achieving goals, coordinating teamwork, and building a strong culture. Sashkin and Rosenbach have introduced yet another very important function that is customer orientation. Most of the successful organizations do support these functions in order to be effective while there are organizations which are not able to perform these functions properly. These four functions will act as cultural variables to measure the relationship of employee's job satisfaction with these cultural variables. These five cultural variables are the basis for our research.

Managing change: Managing change function deals with how organizations adapt to and deal changes effectively which are taking place in its environment. Organizations today are not only open to react to but also proactive to anticipate most of the changes taking place. Organizations in order to manage change effectively cultivate a belief among its employees. The belief, that one is able to deal with any kind of challenge. This belief becomes important criteria for dealing with change in the environment. Given the foregoing expectations, the hypothetical relationship between managing change function and employees job satisfaction can be summarized as follows

H1: The better the organization at managing change, the greater the employees overall job satisfaction.

Achieving goals: Organizations have to focus on goals from employees and customer perspective to achieve its own goals. The organizational success depends on how well the goals of organization members are in line or aligned with one another and with the overall goals of the organization. To facilitate the goal achievement function organizational members must learn a belief that to achieve their needs one has to perform. The goal achievement function describes how effective the organization is in achieving goals of its members and organization as whole. The hypothetical relationship between organizations achieving goal function and employees job satisfaction is as follows.

H2: The better the organization at achieving goals, the greater the employee's job satisfaction.

Coordinated teamwork: Successful organizations focus on uniting the efforts of individual members to fit them together effectively. Because individual efforts may contradict with each other's needs if not coordinated properly. This lack of individual coordination may hamper the organizational success. As the complexities of doing work is increasing the need for coordinating organizational members efforts become more and more necessary. Hence it is vital for organizations to develop a belief in its members that "we are in this together and must work together" is very important for coordination. The coordinated team work function describes how well organization coordinated the efforts of individuals and groups together. In view of these arguments, the following hypothesis is proposed

H3: The better the organization at uniting the work of individuals into a team, the greater will be the satisfaction of employees

Customer orientation: David Ulrich says one of the levels of culture is identity of a company as perceived by its customers, representing outside view of culture. This is reflected by the offerings and the ways it offers its products and services. It becomes very important for every organization that it must be identified by the customers in a right perspective. In order to develop customer orientation in its entire system a belief that organization has to deliver for customers. Hence we can summaries the following hypothesis

H4: The better the organization in developing itself in the minds of customers better will be the employee's job satisfaction.

Cultural strength: Culture is formed from values and beliefs shared by organizational members. These values and beliefs may be shared by few,some or all the members in an organization. A culture becomes strong when values and beliefs are held and shared by all most all the members of an organization. Any beliefs and values not held by most of the members will develop a weak culture. A strong will provide greater stability to an organization. Organizational stability and success is not dependent on the strong culture only because a strong culture may be good or bad for the organizational effectiveness. A culture becomes strong and good when the beliefs and values helps an organization to achieve cultural functions as managing change, achieving goals, coordinated team work and customer orientation. The hypothesised relation is developed as:

H5: The better the organization at making culture strong and good for an organization the better will be employee's job satisfaction.

RESEARCH METHODOLOGY

Sampling:

The sample for our study was taken from a population of all the hospitals operating in the state of J & K which manly consists of medical and paramedical employees. The sample consisted of 759 employees from four categories of hospitals operating in the state of J and K. The Categories of hospitals include primary health centers (45.98%), Sub District Hospitals (27%), District hospitals (20.55%), and Hospitals Associated with Medical Colleges (6.47%).The sample size distribution across these hospitals is shown in Table-1. In this sample, (65.74%) of the participants were male, (34.52%) of participants were between 18 to 30 years of age and (18.18%) of employees were between 31 to 60 years old years (SD = 8.61). we have (35.04%) of participants who have more than 20 years of experience. (18.45%) of employees are having less than 20 and more than 10 years of experience. Rest (46.51%) of employees is having less than 10 years of experience. Medical staff comprising of doctors were (30.43%) and Paramedical staff consists of (69.57%).

Table -1 Sample size distribution Across Hospitals

Hospital Category	Number of Hospitals	No. of sample from each hospital	Total sample
PHC	108	4	432
Sub-District hospital	24	10	240
District	12	15	180
Associated	23	20	60
Total			912

Instrument:

Organizational culture is defined as the values and beliefs that help or hinder the organizational performance of five crucial functions (managing change, achieving goals, coordinated teamwork, customer orientation & culture strength). The job satisfaction is defined affective feelings or attitudes of employees towards his job, his organization and his work environment. This conceptual distinction is reflected in the instruments used to measure job satisfaction and the various components of perceived organizational culture.

Job satisfaction was measured with JSS developed by (spector 1997). It consists of 95 statements indicating satisfaction or dissatisfaction with specific aspects of the employee's job. Each statement is presented with a five-point scale ranging from "strongly agree" to "strongly disagree.

The organizational culture is measured by The Organizational Culture Assessment Questionnaire (OCAQ) which is based on the work of Dr. Talcott Parsons, a sociologist at Harvard. Parsons developed a framework and theory of action in social systems. He argued that all organizations must carry out four crucial functions if they are to survive for any substantial length of time. The instrument is developed by Marshall Sashkin, and William E. Rosenbach by adding one more variable cultural strength to pearsons work. They have labeled these five functions managing change, achieving goals, coordinating teamwork, customer orientation and building a strong culture. All these five functions are measured on a five point Likert type scale and each function has 6 items.

Procedure:

Before data collection, heads of these hospitals wear contacted to obtain approvals from them. Total of 912 questionnaires were given to these employees and responses were taken in confidential way from each employee. We obtained 810 responded questionnaires out of 912, among these 810 questionnaires a total of 759 were used for data analysis rest were eliminated by data screening. Hence, it generated 83 percent response rate.

DATA ANALYSIS

Exploratory factor analysis was performed for the purpose of exploring the factor structure of the measures used in this study. It was crucially important to assess the validity and reliability of questionnaire in J &K context as it was adopted from literature. Another reason to employ factor analysis was to reduce a large number of variables to a more easily manageable number.EFA was utilized to extract a number of factors from questionnaire items. The analysis was performed using SPSS 20 based on the principal components factoring method with varimax rotation on the correlations of the observed variables. Items with loading less than 0.40 were excluded from further analysis as they were considered to be weak. In case of an item cross-loaded on two different factors with a loading of less than 0.40 on the second factor, it was also excluded. Cronbach's alpha of 0.60 and above was considered as acceptable. Principal component analysis revealed the presence of five components in OCAQ as managing change, achieving goals, coordinated teamwork, customer orientation and cultural strength. And five components in JSS as (1) supervision (2) pay and promotion, (3) nature of work, (4) contingent rewards and fringe rewards, (5) communication and operating rewards. The results of EPF are given in table 2, 3, 4 and 5

Table-2: Item wise factor loadings, percentage of variance of factors and inter item correlations					
Item	Managing change	Achieving goals	Coordinated teamwork	Customer orientation	Cultural strength
Item 1	.73				
Item 2	.79				
Item 3	.67				
Item 4	.59				
Item 6	.57				
Item 7		.62			
Item 8		.77			
Item 9		.65			
Item 10		.80			

Item					
Item 12		.76			
Item 13			.83		
Item 14			.58		
Item 16			.71		
Item 17			.73		
Item 18			.61		
Item 19				.78	
Item 20				.58	
Item 21				.77	
Item 23				.56	
Item 24				.69	
Item 25					.75
Item 26					.71
Item 27					.59
Item 28					.63
Item 29					.59
% of variance	24.15%	35.68%	43.72%	53.89%	61.38%
Rb.	0.37-.72	0.41-.65	0.35-.70	0.42-.67	0.36-.73

Table-3: Item wise factor loadings, percentage of variance of factors and inter item correlations for Job Satisfaction Survey					
Item	Supervision	Nature of Work	Co-workers	Pay and contingency rewards	Promotion & Fringe Benefit
Item 3	.79				
Item 12	.63				
Item 21	.68				
Item 30	.75				
Item 8		.68			
Item 17		.72			
Item 27		.83			
Item 35		.67			
Item 7			.72		
Item 16			.61		
Item 34			.80		
Item 1				.82	
Item 28				.77	
Item 5				.67	
Item 23				.72	
Item 11					.67
Item 20					.72
Item 4					.81
Item 22					.75
Percentage of variance	21.75%	37.18%	46.82%	55.81%	64.28%
Rb	0.39-0.65	0.33-0.69	0.37-0.72	0.36-0.68	0.42-0.67

Table-4: Cronbach's alpha results for OCAQ		
Variables	Cronbach's alpha	Sample size
Managing Change	.68	759
Achieving Goals	.83	759
Coordinated Teamwork	.71	759
Customer Orientation	.73	759
Cultural strength	.80	759

Table-5: Cronbach's alpha results for JSS		
Variables	Cronbach's alpha	Sample size
Supervision	0.82	759
Pay and promotion	0.74	759
Nature of work	0.78	759
Contingent rewards fringe benefits	0.75	759
Communication and operating conditions	0.67	759

From the correlation matrix shown in table 6 it has been found that there is relatively little multicolinearity among the independent variables and therefore they are treated as separate and distinct aspects of organizational culture. In order to assess the normality assumption of collected data test of skewness and kurtosis were used. The values of skewness and kurtosis were found to be within the acceptable range of less than 2 and 3 respectively. The hypothesized relationships are analyzed to see the relationship between Organizational cultural variables with job satisfactionthrough correlationmatrix. Five cultural functions of OCAQ questionnaire (managing change, achieving goals, coordinated team work, customer orientation and cultural strength) were analyzed to explore the relationship with job satisfaction in the overall health sector in J & K. The results in table show there is strong relationship between organizational culture and job satisfaction (0.57, P<.01). To analyze this relationship further correlation results of all the five cultural variables and job satisfaction do support the overall main findings. Results show that managing change, achieving goals and customer orientation have more positive relationship   with job satisfaction compared coordinated teamwork and cultural strength as shown in table 6.

Table-6: Matrix comparisons of Reliabilities and correlations of variables												
Variables	1	2	3	4	5	6	7	8	9	10	11	12
OrganizationalCulture												
ManagingChange	0.72											
Achieving goals	0.68	0.59										
Coordinated Teamwork	0.64	0.68	0.69									
Customer orientation	0.70	0.64	0.52	0.71								
Cultural strength	0.79	0.76	0.77	0.79	0.73							
Job satisfaction	0.57	0.59	0.55	0.43	0.54	0.44						
Supervision	0.33	0.37	0.32	0.28	0.31	0.27	0.54					
Nature of work	0.51	0.33	0.44	0.38	0.47	0.52	0.73	.64				
Co-workers	0.47	0.51	0.58	0.44	0.38	0.53	0.78	0.62	0.82			
Pay and cont. rewards	0.41	0.45	0.46	0.42	0.39	0.42	0.76	0.78	0.68	0.62		
Prmtn. & fringe benefits	0.29	0.27	0.35	0.31	0.33	0.28	0.48	0.47	0.35	0.67	0.52	

Significance at α=0.001 leve

A stepwise multiple regression analysis was used to examine the impact of each of the cultural variables on the total job satisfaction scores of the employees in the sample. Beta coefficients and t-values for the least-squares solution are shown in table 7. These results show strong relationship for all the cultural variables with job satisfaction at a statistically significant level. Overall it explains 54 percent of variation.

Table- 7: Stepwise regression results for total job satisfaction		
Cultural variables	Beta-coefficients	t-value
Managing change	.37	4.8
Achieving goals	.49	5.9
Coordinated teamwork	.53	6.6
Customer orientation	.41	5.4
Cultural strength	.45	5.8
R^2	0.54	

Significance at α=0.001 level

To understand more fully how the cultural variables affect job satisfaction, additional stepwise regression analyses were run for each of the five components of job satisfaction. The stepwise solutions for each of the satisfaction components are summarized in Table 8.

Table-8: Stepwise regression results for each component of job satisfaction-beta coefficients and t-values					
	Job Satisfaction variables				
Cultural variables	Supervision	Nature of work	Co workers	Pay and contingent rewards	Promotion and Fringe benefits
Managing change	.41 (5.4)	.38 (5.1)	.33 (4.5)	.36 (4.7)	.29 (3.9)
Achieving goals	.35 (4.4)	.42 (4.1)	.41 (4.0)	.51 (6.3)	.55 (6.4)
Coordinated teamwork	.55 (6.6)	.61 (6.2)	.42 (5.4)	.43 (5.5)	.48 (6.0)
Customer orientation	.43 (5.6)	.46 (5.6)	.43 (5.1)	.37 (4.8)	.40 (5.1)
Cultural strength	.27 (4.0)	.31 (4.2)	.33 (4.6)	.28 (3.9)	.36 (4.8)
R^2	0.56	0.51	0.57	0.49	0.48

Significance at α =0.01
t values are in brackets

INTERPRETATION OF RESULTS:

The statistical results of correlation and regression analysis are interpreted separately for each of the cultural functions as

Managing Change: Results indicates that, as predicted in the rationale for H1, managing Change is related positively to an employee's job satisfaction with supervision, Nature of work, co-workers, pay and contingent rewards and promotion and fringe benefits. These findings seem to support the idea that

organizations who manage change well have less employee dissatisfaction. They are happier with their job when they feel organizations are involving them in any kind of change that has to be introduced in the organizations. It gives them sense of pride while participating in change management and its effective implementation.

Achieving Goals: Results of above analysis also provide strong support to H1and suggests that organizations which are better at integrating organizational goals with the needs and motives of employees. These organizations have strong relationship between achieving goal function of organizational culture and all the variables of job satisfaction. The feeling within employees that organizations concern towards their personal goals has the most pervasive impact on the components of satisfaction.

Customer orientation: The impact of customer orientation function of an organization on employee's job satisfaction is largely as predicted in the rationale H3. The probable explanation may be that employees who feel that their job has an involvement with the satisfaction of the client which makes their job valued for them. Hence employees whose jobs are directly linked with customer are more satisfied.

Coordinated teamwork: Assembling employees into coordinated unitsgive them a kind social and moral support which increases their satisfaction with all elements of job satisfaction. Hence it may be the interpretation for as predicted in rationale H4 and supported by the results of this study.

Cultural Strength: It is an obvious fact reflecting from the above findings that organizations which are focusing on cultural functions of change, goal achievement, team coordination and customer orientation. They are in other words nurturing a strong and good culture for the organization. The strength of these cultural functions is actually making other cultural variable that is Cultural strength. The cultural strength is then directly responsible for the job satisfaction of an employee.

CONCLUSIONS AND IMPLICATIONS

The main conclusion drawn from this study is that organizational culture is an important determinant of employee's morale. This study explains 52% of the variation in total job satisfaction among by the five cultural variables examined as all of them have positive impact on job satisfaction. This paper contributes to the literature in terms of human resource management and offers several insights for administrators and senior management, as well as human resource managers. The results may assist managers to make better decisions in opting for an appropriate culture in order to achieve better job satisfaction. Taking into consideration that culture is very essential for employees job satisfaction; managers should develop and nurture cultures in such a way that employees should not feel discouraged at any stage in the organization. Therefore, organizations need to facilitate job satisfaction by creating and maintaining a cultural environment that supports goal achievement, helps employees in change management, support better coordination among team members and orientation of employee's efforts towards the customer expectations. Results of this study reveal that, to achieve high job satisfaction, organizations first need to develop the cultural context, and practices for improving employee job Satisfaction. Thus, the administrators who are concerned about the job satisfaction of their employees

should pay as much attention to the general manner in which company policies and practices are developed, administered, and controlled as he does to these employees feelings about the specific policies and practices themselves.   The managerial implications of these findings, however, must be approached with caution. The employee's perception of organizational culture was measured. However object reality may substantially vary from employee's perception of organizational culture,   and it may not be possible to change the perception of employees about the culture by the change in arrangement of work from management side. The main conclusions drawn from the five cultural functions are elaborated as follows.

1. Employees tend to be more satisfied with the job when they feel that management involves them in the decision making. Therefore change management not only helps organizations to implement the change effectively but also give a source of job satisfaction to the employees.

2. Goal achievement is one of the fundamental requirements of any successful organizations. The goal achievement is facilitated by incorporated the individual and group goals with the organizational goal. This way the goal achievement function   also becomes a source a job satisfaction for employees. Employees are more satisfied with their when their goals are integrated with the organizational goals.

3. Employees who are brought together to work in coordinated team appear to be more satisfied with the job. Therefore organizations not only achieve synergy in their productivity but also become a source of job satisfaction.

4. Another conclusion is that the nature of the relationship between an employee and the client/customer he is dealing with has an impact on his job satisfaction. When an employee find that customers satisfaction/dissatisfaction with organizational services are the direct outcome of his work. Employees not only exert more effort but also find their job more interesting

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