

**Organizational Culture and Job Satisfaction: A study Among Academicians
at Al-Azhar University-Gaza**

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**ORGANIZATIONAL CULTURE AND JOB SATISFACTION: A STUDY
AMONG ACADEMICIANS AT AL-AZHAR UNIVERSITY-GAZA**

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ABSTRACT

The culture of organization has been central in business management research over the last few decades (Chow, 2001). Organizational culture can have an impact and potential impact on organization and individual, such as the commitment of faith, and loyalty to an organization which include turnover and satisfaction.

There are numerous studies that had been conducted to examine the relationship between organizational culture and job satisfaction of employees in many countries. However, there is a very small number of literature that contribute to the study of culture in the context of higher-education institution, particularly on how organizational culture affected job satisfaction.

This study presents an attempt to investigate the level of organizational culture on job satisfaction among academicians at Al-Azhar University-Gaza in Palestine. In addition, this study also examined the relationship between organizational culture and job satisfaction. As for organizational culture, there are five dimensions which are: Supportiveness, Emphasis on rewards, Innovation, Performance Oriented and Stability & Communication. A total of 203 academicians participated in the study. Data were collected through questionnaire. The questionnaire consisted of 20 items organizational culture and 25 items on job satisfaction. On the whole, the results of the study suggest that there exist a significant relationship between the five dimensions of organizational culture and job satisfaction.

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

The culture of organization has been central in business management and research over the last few decades (Chow, 2001). Organizational culture can have an impact and potential impact on organization and individual, such as the commitment of faith, and loyalty to an organization which include turnover and satisfaction. This concern has led scholars of management and practitioners to conduct research on the subject. This has resulted in numerous articles, in management journals. In today's business environment, organizational culture plays important role in many aspects of works. Organizational culture can be used to gain additionally commitment from employees and thus can lead to higher performance and lower turnover.

Realizing that the employees or human asset is one of the most significant in order for the organization to achieve its objectives, therefore, it is vital for an organization to create an environment that is suitable, conducive, and harmonious (DiLiello & Houghton, 2008). This condition may have impact on the job satisfaction of particular employees as it has been proved by previous research (Jandaghi et al., 2009).

Aziz and Juhary (2000) confirmed that culture of organization is not only able to change attitude of employees but also make significant contributions through the influence of thought, feeling, as well as the interaction and performance in the organization.

There are lot of studies that had been conducted to examine the relationship between organizational culture and job satisfaction of employees in many countries. However, there is a very small number of literature that contribute to the study of culture in the context of higher-education institution, particularly on how organizational culture affected job satisfaction. (Chow et al., 2001; Mohammed et al., 2000; Lund, 2003 & Sheridan, 1992).

1.1 Background of the study

At this moment in time, we are breathing in the era of technology, and technology is changing life severely. Human resources and strategic managers face with the scarcity of capital, skilled and semi-skilled human resources. So, in this area, it constitutes a major challenge for the organization

It is believed that culture influences attitudes of individuals on the results, such as commitment, motivation, morale, and satisfaction. Odom, Boxx, & Dunn (1990), found that the bureaucratic culture can improve employee commitment and satisfaction. In addition, they found

that employees who work in a supportive environment tend to express more satisfaction from the job.

A very small number of studies have achieved the association among job satisfaction and different organizational variables. The major purpose of this study is to examine organizational culture variables that have a significant influence on job satisfaction and loyalty in people. Organization's culture requires that management must recognize the dimensions of the underlying corporate culture and its impact on related variables such as employee satisfaction, commitment, and cohesion, and the implementation of the strategy, performance, and others. Job satisfaction and motivation is of great consequence not only for employees but also employers. Employee satisfaction can increase the level of productivity and reduce staff turnover.

Employers, which can create work environments that attract, motivate and retain individuals who work hard, will be able to put the best of his organization or company in a competitive market. So, in order to achieve a competitive position in the market one, should know that the employer plays a crucial factor in maintaining the role of individuals with the organization or company.

1.2 Problem statement

There are a lot of dimensions of organizational culture essential to deal with people that are being studied in previous research, team work, innovation, stability, and orientation towards people, and attention to detail, communication, training and development, employee involvement, rewards, and effective decision-making, trust and risk in order to support, innovation and competitiveness (Gray, Densten & Sarros, 2003; Recardo, et al., 1997). According to Chapman & Al-Khawaldeh (2002) previous studies in an attempt to link among organizational culture and the results of the work of staff, the results are limited in scope. However it contributes to the literature by trying to meet a clear need for the analytical study that examine the dimensions of organizational culture staff and job satisfaction.

Consequently, a thorough study of previous research on organizational culture, and basic dimensions of the five (support, focus on rewards, innovation-oriented performance, stability, and telecommunications) have been identified on the organizational culture and key dimensions that support the strategy of the business toward an increase in employees' work results. The dimensions mentioned above are relevant to organizational excellence and people-oriented aspects such as job satisfaction of staff from the perspective of organizational culture.

1.3 Research Objectives

Several research objectives established from the research problem are stated below:

1. To identify the organizational culture at Al-Azhar University-Gaza in Palestine.
2. To identify the level of employee satisfaction among staff at Al-Azhar University-Gaza in Palestine.
3. To determine if there is a significant relationship between the organizational culture dimensions and job satisfaction among Al-Azhar University-Gaza in Palestine.

1.4 Research Questions

This research is guided by the following questions:

1. What is the organizational culture at Al-Azhar University-Gaza in Palestine?
2. What is the level of employee satisfaction among staff at Al-Azhar University-Gaza in Palestine?
3. Is there any significant relationship between the organizational culture dimensions and job satisfaction among Al-Azhar University-Gaza in Palestine?

1.5 Significance of the Research

The results of this research will help to make a contribution to the existing literature in organizational culture and job satisfaction. This study also helps to identify a set of dimensions

of organizational culture that would prove to be an effective guide in the measurement of job satisfaction of staff. Moreover, this study provides a model and methodology to measure the impact of perceptions of staff and for the dimensions of organizational culture on job satisfaction of staff. Increasingly, it is useful to explore the effects of the dimensions of organizational culture on job satisfaction and assess the dimensions of organizational culture that have a marginal impact on job satisfaction. Finally, this research suggest some practices for managers on how to improve the dimensions of organizational culture that may have a decisive influence on the satisfaction working in the Al-Azhar University-Gaza in Palestine.

1.6 Scope and Limitations of the Study.

This study is limited to identifying the dimensions of organizational culture that may have an impact on employee satisfaction among workers in the ranks of Al Al-Azhar University-Gaza in Palestine and include such support, and focus on the rewards, innovation, and performance-oriented, and stability, and communications. This study covers employees working in institution of higher learning more specifically the study covers only employees working at the university Al-Azhar University-Gaza in Palestine.

1.7 Definition of Terms

Organizational culture refers to organizational culture refers to the general culture within a company or organization, and is often also referred to as corporate culture. In this study organizational culture consists of six dimensions: a) Include support, b) Rewards, c) Innovation,

d) Performance-oriented. e) Stability and communications. Satisfaction refers to refers to employees emotional orientation towards their work

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter is organized into three parts. The first part reviews the literature of organizational culture. This is followed by the second part which discusses job satisfaction. The final section discusses the relationship between organizational culture and performance.

2.1 Organizational Culture

The culture of organization has been defined in a lot of ways in the literature, for example as "a system of shared values, (McKinnon, 2003). Most of the definitions used in different combinations of assumptions, values, norms, beliefs and ways of thinking and work to explain the organizational culture.

Culture of organization has been an important topic in business management and research for two decades. One reason is that organizational culture can influence a range of organizational and individual results (Chow, Graeme, McKinnon, and Wu, 2001). Ritchie (2000) notes that, from the time of the earliest writers on organizational culture (Wang & Rode, 2010), it has been

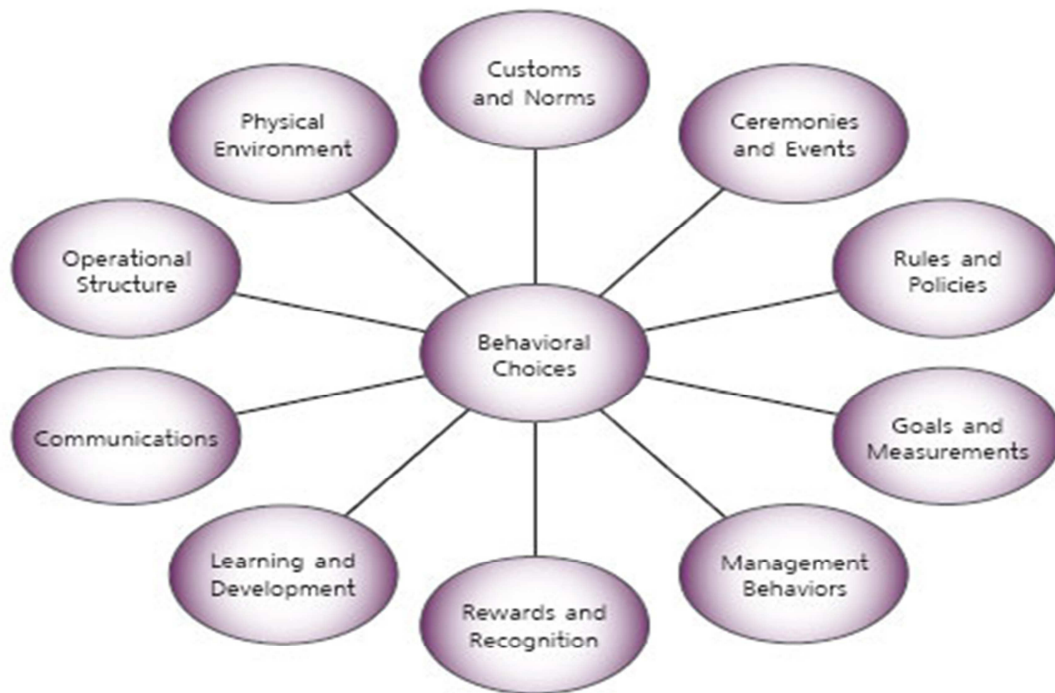
said that organizational culture has large impact on the organization, and the behavior of employees, motivation, finally, that the organization financial performance. "

2.2 Organizational Culture Definitions and Components

Organizational culture comprises the attitudes, experiences, beliefs, and values of the organization, acquired through social learning, that control the way individuals and groups in the organization interact with one another and with parties outside it. A standard typology refers to communal, networked, mercenary, and fragmented cultures. Numerous other typologies exist. Nevertheless, the necessary notion to grasp is that organizational culture is determined by sundry factors that find expression in organizational structure, making structure itself an important culture-bearing mechanism.

The figure below delineates 10 components that, together, influence organizational culture. Importantly, identifying discernible elements of culture allows organizations to determine features that can be managed to help implement and sustain constructive organizational change. But just as none of the 10 components in the figure shapes organizational culture on its own, none can individually support desired improvements.

Figure 2.1: Components of Organizational Culture



Organizational cultures affect the results, such as commitment to productivity, performance and self-confidence, and ethical behavior (Holmes & Marsden, 1996).

It has been said that the organizational culture relevant in a variety of contexts including the adoption of innovative technologies and practices in the workplace (Detert and Schroeder and Mauriel, 2000), information systems integration (Weber & Pliskin, 1996), and strategy implementation, and start planning (Harris, 1999). Wang and Rode, (2010), notes the relationship between corporate culture and the way companies view their environment in their research

observes that the shift in an organizational culture consistent with the prevailing business environment is seen as absolutely necessary.

2.3 Dynamics in Organizational Culture

Schaubroeck et al., (2007) documented both the stability and changes, and the theory of the dynamics (Barnett, 1953). For some reason, however, there is little of this work in contemporary discussions of culture in the field of organization studies where the focus is on the cultures of businesses and other organizations. In fact, it seems fair to say that only a handful of studies that focus on businesses organization since 1980.

Most of the authors of the organizational structure see culture as stable, and the strength and the resistance that is likely to change only through the intervention of the administration. Recently in 1999, for example, Hendry said: "Due to the nature inherent in any culture, and community, institutional, regulatory, or is resistant to change" (563). There are hundreds of examples one can give this position to change the organizational culture. However, nearly all of this literature deals with the possibilities and benefits to change the organizational culture deliberately as a means to achieve greater management control or enhance organizational performance.

2.4 Matching People with Organizational Culture

Matching of individuals and organizations is a crucial part of any successful company. According to Khan, (2005), the extent to which the founding values match the values of the individual, who works in the company determines whether a person is a good match for a particular organization.

Khan (2005) suggests that the rules of collective organization that manages the definition of culture. Culture forms the basis of individuals within the organization behaves. How acting in a group or individual, and determines what is "normal", and is determined by penalties what is not natural to him or by culture. Culture that can be defined either by a set of behaviors can be observed or the core values driving behavior. In large organizations often with official statements of vision, mission statements and statements of values to describe the culture of the company.

At the most basic levels, culture can be seen as a set of behaviors. Examples of culture at this level include the degree of formality that staff conducts themselves, and the law of organization, dress, and the type of technology used. Below the level of behaviors can be observed are the values that underlie behavior. Although these values determine behavior, they cannot be directly observed. On a deeper level are the assumptions and beliefs that determine the values. While the values of the organization or individual may remain in the consciousness, and can be made, assumptions and beliefs often found under the surface and out of conscious awareness.

2.5 Dimensions of Organizational Culture

Anantatmula, (2010). there are many dimensions of organizational culture. It was said that six of these dimensions to be related to conceptual skills to the relationship. These dimensions are: a team approach, communication and orientation, result orientation, direction stability, orientation, innovation and employee orientation.

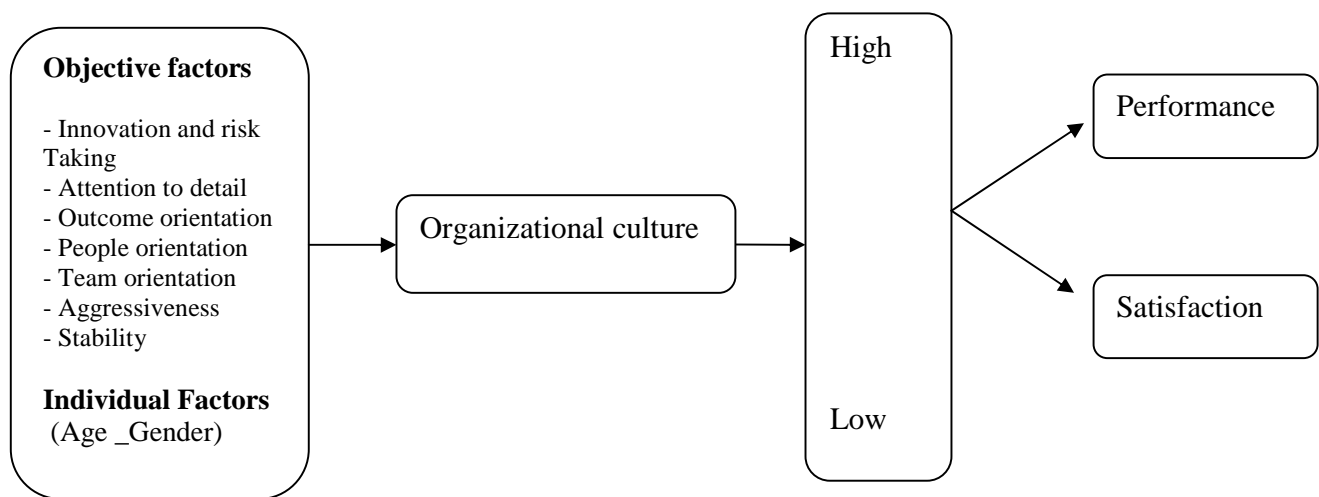
Beugelsdijk et al (2006) offers a result-oriented dimension with whether the company concerned with the goals or means to achieve these objectives, and thus result in practical measures against the position of companies. It is expected that this dimension affects negatively on the skills relevant to the company's relationship to the institution that would focus too much on outcomes may lack the patience and understanding is essential that there is a need for the development of relations between companies.

Innovation orientation reflects the organization's position toward risk, and openness to new ideas and innovation, (Reilly et al., 1991). Organizations that are characterized by innovation with high intensity and research and development which was characterized by high flexibility, cooperation and a spirit of risk-taking behavior and, therefore, expected to be positively related to relationship skills (Noorderhaven et al, 2002).

The direction of stability and predictability measures directions towards the behavior in the company, and can be visualized and reverse the trends of innovation, and thus would be expected to have a negative relationship with skills. An organization that fosters the relationship

between people will be able to attract and retain staff who are specialized in the establishment of a friendly relationship with the outside world. It is therefore expected a positive relationship between employee skills and orientation relationship (Amos & Achim, 2007).

Figure 2.2: Organizational Cultures and its Impact on Employee Performance and Satisfaction



2.6 Do Organizations have Uniform Culture?

Organizational culture is a common perception held by members of the organization. It is explicit when identified culture as a system of shared meaning. Therefore, individuals with different backgrounds or at different levels in the organization will tend to describe the culture of the organization in similar terms (Ayeni & Popoola, 2007).

Recognizing that organizational culture has characteristics in common does not mean, however, that there can be no sub-cultures within any given culture. Most large organizations have a dominant culture and puts many of the sub-cultures (Robbins and Judge (2009). Dominant culture expresses the core values shared by the majority of the members of the organization. When we talk about organizational culture, we refer to the prevailing culture.

Subcultures tend to develop in large organizations to reflect common problems, attitudes, or experiences faced by members. These sub-cultures are likely to be the labels specified by the geographic separation.

2.7 Strong Versus Weak Cultures

It has become increasingly popular to differentiate between strong and weak culture (Gordon and Ditomaso, 1999; Sorensen, 2002; Masarech & Rosenthal, 2003). And that strong cultures have a greater impact on employee behavior and more relevant to limit the rotation.

Robbins and Judge, (2009), in their book, suggest that strong culture represent and core values of the organization that held both intensively and extensively. For more members who accept the basic values and increase their commitment to these values, the culture is strong. Consistent with this definition, a strong culture has a significant impact on the behavior of its members, because a high degree of intensity and shrewdness creates internal climate of high behavioral control.

Strong organizational culture increase behavioral consistency. In this sense, we should recognize that a strong culture can serve as a substitute for formalization. Robbins and Judge (2009) discuss how to formalize the rules and regulations to regulate the conduct of the work of the employee. Formalization in an organization creates a high predictability and regularity and consistency.

2.8 The Function of culture

Culture has a number of functions within the organization. First, it creates distinctions between one organization and others. Second, it carries the meaning of identity to members of the organization. Third, culture facilitates the generation of commitment to one thing greater than the individual self-interest. Fourth, it enhances the stability of social order. Culture is the social glue that helps keep the organization together by providing appropriate standards for their employees what they should say and do. Finally, culture serves as a mechanism of sense making and control that directs and shapes the attitudes and behavior of staff (Robbins & Judge, 2009).

2.9 Changing Organizational Culture

With rapid environmental changes such as globalization, the diversity of the workforce, and technological innovation, the basic assumptions and core values that drive the organization must be changed (Yang, 2003).

Culture is also necessary to unite people from different countries. Research suggests that some organizational cultures in fact enhance the differences in national cultures (Adler, 1991).

One study compared with foreign employees working in different organizations within their countries. The assumption was that employees from different countries organize the work of the multinational similar to workers in different organizations in their countries of origin.

When diversity is very high, the staff are more likely to develop a common identity in the culture of the organization rather than relying on their own national culture (Mosakowski, 2000).

Organizational culture change is possible but difficult (Bate, 1990). One of the reasons for the difficulty is that the assumptions, "the deepest level of culture" are often unconscious. As such, they are often and non confrontable non debatable. Another reason for the difficulty is that the culture is deeply entrenched rules and behavioral rewards and learned well (Thompson & Luthans, 1990).

2.10 Job Satisfaction

In the field of organizational behavior, job satisfaction is one of the most variable being studied (Spector, 1997). Job satisfaction emphasizes the specific task environment of employees. It is also the position of the individual or emotional orientations to work.

According to Locke, (1976) job satisfaction is a positive enjoyable from one job and the job experience. Individuals show positive attitudes when they were satisfied with their jobs (Jain, at al 2007).

According to Locke's classic definition of job satisfaction (Locke, 1976), this construct consists of evaluating the employee and are met through the presence of certain conditions, or achieve the objectives of work, and it is aligned to the priorities of the value of the subject. Many factors affect employee satisfaction and function. Porter and Lawler (1970) divided the factors in the subjective factors of work-related and the satisfactory external factors not directly related to the work itself. Pool, (2000). consider personality traits and the environment play a large role in influencing job satisfaction. Hatch, (2004). indicate that the worker himself work and organizational characteristics are the factors that affect job satisfaction.

2.11 Organizational Culture and Job Satisfaction

So far, the study of literature has been the relationship between the institutionalization of organizational culture and employees' attitudes. To put this study into perspective, it is necessary to compare them with some of the earlier work on this issue.

Deci and Ryan, (2008) conducted a study to explore the relationship between organizational culture and job satisfaction in the Chinese cultural context. The study was carried out covering staff from a wide range of people and functional areas and across all levels. The study provided very convincing results to support the importance of organizational culture and its effect.

An investigation by Gifford et al., (2002) has been done on the relationship between culture of nurses in hospitals and unit quality of work life through the seven different hospitals, located in five cities of the western United States. The data analysis showed that the culture of

the organizational unit did not affect the quality of life of the nurse that the values of work and the relationship of cultural rights were linked positively to organizational commitment, and involvement of employment and empowerment and job satisfaction.

In a study conducted by Gray and Densten, (2003) on the perceptions of executive organizational culture and job satisfaction in small enterprises (less than 100 employees), data were collected using the survey mail, resulting in a sample final number of 1918 usable responses (a response rate of 39 %). The results indicated that the consideration of the focus on rewards, support and cultural characteristics of the dominant culture, there was a close association with job satisfaction. The results were consistent with the findings of previous research of Nystrom, (1993) who found that employees in strong cultures tend to express greater commitment to organizational as well as the high level of job satisfaction.

McKinnon et al., (2003) studied diversified manufacturer in Taiwan. They find that the organizational cultural values of respect for people, innovation and stability, aggressiveness and a strong correlation with a unified commitment to emotional, job satisfaction and the exchange of information. Wu and Huang, (2000) conducted a study on the organizational culture of public agencies. The cultural dimensions are result-oriented, professional features, and tight control, management and operation; there is a relationship between cultural dimensions and positive impact on aggressive commitment and job satisfaction of employees.

Through review of studies referred to above, we can find the emphasis of most scholars on the relationship between organizational culture and job satisfaction. This means that the organizational culture can affect the reality on the extent of job satisfaction. Thus, if the employee shows the highest degree of identity of organizational cultures, the extent of job satisfaction is higher as wells, (Chang & Lee, 2007).

From the above discussion, it appears that organizational culture does play an important role in promoting job satisfaction for workers for organizational success, and can be done only by ensuring that the development of the culture of the appropriate form in the organization that matched managerial values, attitudes and behaviors. Obviously, the organizational culture affects employee satisfaction and function.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The primary objective of this study is to investigate the relationships between dimensions of organizational culture namely organizational supportiveness, emphasis of reward, performance oriented, innovation, and communication and stability to job satisfaction. Thus, this chapter reviews the methods used to study these relationships. In this chapter, an outline of the way in which the research will be conducted is presented. Details of the research design, the methodology for collecting the data, approach and data analysis are presented in this section.

3.1 Research Design

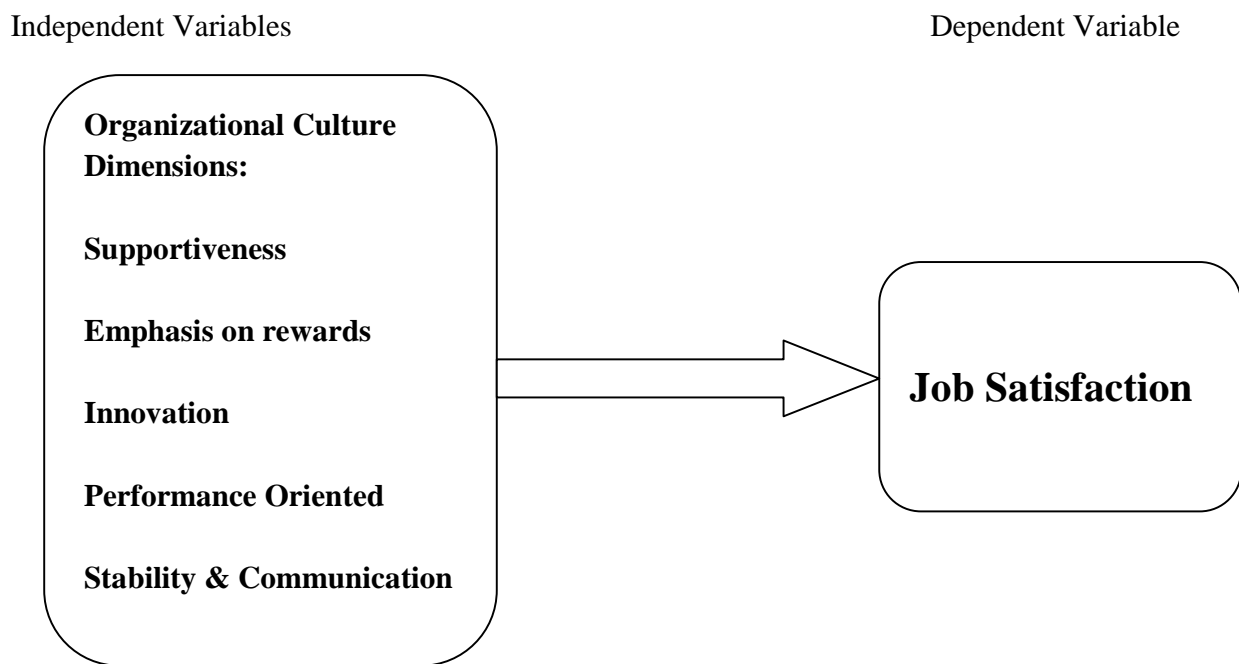
This research concentrates on organizational culture and job satisfaction, and the impact of the dimensions of organizational culture on employee satisfaction. This study is quantitative in nature. The data in this research were collected by the survey method using a questionnaire to study the relationship between the independent variables and the non-independent.

3.2 Research Framework

The theoretical scheme for this study focuses on the development of a model of organizational culture theory and a systematic way to measure job satisfaction of employees.

The link between the dimensions of organizational culture and employee satisfaction and function is shown. The theoretical framework is shown in Figure 2.3, the dimensions of organizational culture are the independent variables, while the employee's job satisfaction is the dependent variable. This study is conducted in an attempt to bridge the gap by providing a basis for discernment and insight through organizational culture and job satisfaction. The model suggests that increasing the extent of these five dimensions of organizational culture greater the satisfaction of the staff.

Figure 3.1: Schematic Diagram of Research Framework



3.2.1 Supportiveness

Employee satisfaction is a key attribute of the employee who embodies the work to a high degree of motivation and inspiration, feeling, and personal involvement and support,

organizational culture is the driver of the last significant involvement of staff, and also includes the design of administrative functions, and provides support and set goals for employees. The interaction between managers and staff with regard to support and setting goals, as well as design work is also key factors to encourage staff to participate (Sheridan, 1992).

3.2.2 Innovation

Innovation is likely to be more strongly linked with employee satisfaction in the contemporary global business environment. Harrison et al., (2000), are just two of the references that are not counted the last that can be called evidence of the importance of creativity, innovation and entrepreneurship in order to survive the regulatory and prosper in today's global environment "characterized by levels of unprecedented technological change, product and service innovation, and intense global competition (Harrison et al., 2003).

3.2.3 Emphasis on Reward

1. Individual satisfaction with rewards is, in part, in connection with what is expected, how much is received. Feelings of satisfaction or dissatisfaction arise when individuals compare their input - job skills, education, effort, and performance - to output - a combination of external and self-rewards they receive.

2. Employee satisfaction is also affected by comparisons with others in similar functions, and organizations. In fact, employees compared to their input output ratio with that of others.

People vary greatly in the way that weighs various inputs in that comparison. They tend to weight their views more powerful, such as specific skills or a recent incident in effective performance. Individuals also tend to exaggerate their performance compared with the rating they receive from their superiors.

3.2.4 Performance-oriented

Companies seek to mobilize all staff and stakeholders towards clear goals.

3.2.5 Stability and communication

To increase the stability and job satisfaction, should be given greater attention to the content of professional work, and the need for professional cooperation, and heavy work.

3.3 Hypothesis

H1: There is a significant relationship between organizational Supportiveness and job satisfaction.

H2: There is a significant relationship between organizational Emphasis on rewards and job satisfaction.

H3: There is a significant relationship between organizational Innovation and job satisfaction .

H4: There is a significant relationship between organizational Performance Oriented and job satisfaction.

H5: There is a significant relationship between organizational Stability and Communication and job satisfaction.

3.4 Sources of Data

3.4.1 Primary data

Preliminary data is collected on the relationship between the dimensions of organizational culture and job satisfaction through the self-questionnaire. The questionnaire contains seven parts, the part (A, B, C, D and E) to the dimensions of organizational culture; Section F for job satisfaction and the final section contains demographic factors.

3.5 Population and Sampling

Population in the study consisted of lecturers working at Al-Azhar University in Gaza, Palestine. There are a total of 404 lecturers employed by the University which is the population of the study. A total of 203 lecturers are selected as sample of the study. Table 1 showed the breakdown of the lecturers according to faculty

3.6 Variables Measurement

3.6.1 Independent Variables: Organizational Culture Dimensions

This is based on the measure of organizational culture on five dimensions of organizational culture developed by Stewart, (1996) with the appropriate changes to make the relevant elements of the more current study. According to Cooke and Rousseau, (1988), organizational culture is multi-dimensional, and therefore it is necessary to assess each dimension.

The five dimensions which consist of 20 items are supportiveness; emphasis on reward; innovation; performance oriented; stability and communication. Sample items include “people are treated fairly in my organization” (supportiveness); “reward and recognition consistent with individual contribution” (emphasis on reward); “the glue that holds my organization together is the emphasis on tasks and goal accomplishment. A production orientation is commonly shared”

(performance oriented); “the organization encourages and supports innovation” (innovation); and “my organization emphasizes permanence and stability, and continuously improving communications between management and staff is stated as an important company objective and is being practiced” (stability and communication). Responses to these items were made on a five point Likert format which ranged from 1= “strongly disagree” to 5= “strongly agree”.

3.6.2 Job Satisfaction

Job satisfaction consists of 25 items. The items are based. Job satisfaction is measured based on 5 likert scale from 1 strongly disagree to 5, strongly agree, is adapted from Luiat al., (2003).

3.7 Research Instrument

The research instruments consist of three sections: demographic, organizational culture and job satisfaction. The demographic sections consist of 4 questions on the background of the respondents. The section on organizational culture consists of 20 questions which includes Organizational supportiveness, Emphasis of Rewards, Performance Oriented, Innovation, and Stability and Communication components. The job satisfaction section consists of 25 items.

3.8 Data collection Techniques

Data in this study was collected through the research instrument. The questionnaire was collected from the lecturers which were identified earlier. As the lecturers who were selected to participate in the study informed about the study, they all participated. A total of 203 questionnaires were collected.

3.9 Data Analysis Technique

Statistical Package for the Social Science (SPSS) version 14.0 was used to analyze the data collected in this study. For data processing, four statistical techniques were used for different purposes. These included descriptive statistics, reliability test, correlation analysis and regression analysis.

3.10 Descriptive Statistics

Respondents' demographic variables including gender, age, marital status, monthly income were analyzed using descriptive statistics, such as frequencies and percentages.

3.11 Correlation Analysis

To investigate the relationship between job satisfaction and organizational culture Pearson correlation analysis was carried out.

Table 3.1: Staff at Al-Azhar University

No.	Faculty	Total
1	Education	36
2	Law	23
3	Science	67
4	Agriculture & Environment	35
5	Arts & Human Sciences	51
6	Pharmacy	25
7	Economics & Administrative Sciences	30
8	Applied Medical Science	25
9	Medicine	37
10	Dentistry	28
11	Engineering Information Technology	20
12	Sharia	27
	Total	404

CHAPTER FOUR

FINDING

4.0 Introduction

This chapter outlines the results of the analysis of data obtained from the data that was collected from the participants. The major purpose of this research is to examine the association between the dimensions of organizational culture as a variable independently, and job satisfaction as the dependent variable. This study aims to achieve the objectives of the research, as well as answers to research questions highlighted in one chapter.

4.1.1 Respondent According to Gender

Of the 203 respondents in this research 119 or 58.6% were male and 84 or 41.4% were female. Looking into this it shows that there were 35 more men who responded than women who can also be a concluding factor that al-azhar University in Palestine has a large number of males as compared to women who are working in the university.

Table 4.1: Frequency Distribution of Gender

Gender	Frequency	Percent
Male	119	58.6
Female	84	41.4
Total	203	100.0

4.1.2 Respondent's Age

In terms of age, 49 respondents or 24.1% of the total between 20-29 years, whereas 107 respondents (52.7%) were within the age of 30-39 years, 36 respondents (17.7%) were within the age of 40-49 years. Only 11 respondents were over 50 years old and represent 5.4% from the total respondents.

Table 4.2: Respondent Frequency According to Age

Age	Frequency	Percent
20-29	49	24.1
30-39	107	52.7
49-49	36	17.7
50 and above	11	5.4
Total	203	100.0

4.1.3 Respondent according to Academic

Table 4.3 also suggests, to the extent of education of the respondents. The majority of the respondents had bachelor's degree (37.9%), followed by master's degree (36.5%) and only 25.6% of the respondents PhD degree.

Table 4.3: Respondent Frequency According to Academic

Academic	Frequency	Percent
Bachelor Degree	77	37.9
Master Degree	74	36.5
PhD	52	25.6
Total	203	100.0

4.1.4 Respondent according to duration of service

As regards the duration of the service, has been the majority of respondents, 95 or 46.8% of respondents working with Al-Azhar University for more than 11 years above; followed by 23.6% respondents were working with Al-Azhar University for 6-10 years. The 48 or 23.6% of respondents work for a period of 1-5 years or 12 respondents 5.9% of respondents were working less than one year.

Table 4.4: Respondent Frequency According to Academic

	Frequency	Percent
Below 1 year	12	5.9
1-5 years	48	23.6
6-10 years	48	23.6
11 years and above	95	46.8
Total	203	100.0

4.2 Descriptive Analysis

The Descriptive analysis of the variables organizational culture and job satisfaction are discussed in section 4.2.1 to 4.2.6.service.

4.2.1 Organizational Supportiveness

There were 4 questions on supportiveness of organizational ranged from 2.4089 to 3.1724. The standard deviation ranged from .63133 to .81906 on the 4 questions that were answered on supportiveness. A detailed description of this information is shown in the table 4.4 below.

Table 4.5: Mean and standard deviation for students' satisfaction

Organizational supportiveness	N	Mean	Std. Deviation
People are treated fairly in my organization	203	2.4089	.71455
Superior supports me in executing my duties.	203	3.0000	.75494
Co-worker supports me in my organization	203	2.8473	.63133
People have adequate mentoring from the superior	203	3.1724	.81906

4.2.2 Emphasis of Rewards

Table 4.6: Mean and standard deviation for Emphasis of Rewards

Emphasis of Rewards	N	Mean	Std Deviation
Reward and recognition consistent with individual contribution	203	2.8276	.76466
my organization is based on merit Rewards in	203	3.0099	.88985
In my organization there is equity in the distribution of rewards.	203	3.0246	.67919
In my organization the rewards that I receive meets my expectation.	203	2.4286	.90574

The mean and standard deviation of emphasis of rewards is tabulated in table 4.5 below. From Table 4, questions were used to determine the perceived ease of use in emphasis of rewards and the mean range for this was between 2.4286 and 3.0246. The standard deviation was 0.67919 which was the lowest and a highest was 0.90574.

4.2.3 Performance Oriented

Performance oriented had a mean range of 2.6453 as the lowest and a 3.0099 mean as the highest on all the 4 questions that were asked. The standard deviation was .75769 as the highest on all the 6 questions asked and the lowest was .64470. The table below shows the analysis that was made.

Table 4.7: Mean and standard deviation for Performance Oriented

Performance Oriented	N	Mean	Std. Deviation
People are treated fairly in my organization.	203	3.0099	.75769
My organization has a performance oriented culture.	203	2.6453	.64470
In my organization there is a well defined criteria in evaluating performance in my organization.	203	2.9704	.74792
Performance evaluating is done in an objective manner in my organization.	203	2.8030	.72296

4.2.4. Innovation

Innovation was assessed to see the mean and standard deviation in all the 4 questions. Based on table 4.7 below the highest mean range on the entire question asked was 3.0542 and the highest standard deviation was .97087.

Table 4.8: Mean and standard deviation for innovation

Innovation	N	Mean	Std. Deviation
The organization encourages and supports innovation	203	2.5961	.88755
Different parts of the organization often cooperate to create Change.	203	2.8818	.87788
New and improved ways to do work are continually adopted.	203	2.6995	.76397
I respond well to competitors and other changes in my organization.	203	3.0542	.97087

4.2.5 Job Satisfaction

Job Satisfaction variable had 25 questions and had a mean range of 2.6355 and 3.3153 which is the lowest and the highest range. The standard deviation also was .62945 and .892 53 which is the lowest and highest standard deviation as shown in the table 4.8 below.

Table 4.9: Mean and standard deviation for job satisfaction

Job Satisfaction	N	Mean	Std. Deviation
I feel fairly compensated for my work.	203	3.0640	.84637
If I put extra effort into my work, someone will notice.	203	3.0049	.82542
I work in an environment where there is cooperation and respect.	203	3.2069	.83737
My supervisor cares about my personal needs.	203	2.9951	.85666
Problems in the workplace are addressed quickly and adequately.	203	2.9113	.88657
My supervisor praises employee suggestions that aid in solving organizational problems.	203	2.7044	.74811
Supervisors are involved in the daily operations of my department.	203	3.2808	.89253
Senior management is aware of activities in my department.	203	2.6995	.79128
Job performance evaluations done by my supervisor are fair and based on clear performance standards.	203	3.3153	.72402
There is open communication throughout the workplace.	203	3.3054	.79210
I have a clear well written job description.	203	3.0099	.72131
The organization's mission and vision is realistic, clear, and attainable.	203	3.3153	.77589
My fellow employees know how to get the job done.	203	2.8177	.73946
I am responsible for planning my work activities.	203	2.7340	.88412
I feel motivated at work.	203	2.7537	.86655
I provide a valuable service to clients	203	2.7488	.72617
I work in a team environment	203	3.0394	.62945
I feel stressed at work	203	3.0148	.77515
I deal with a manageable workload	203	2.6355	.80585
I use my professional skills (education, training) regularly	203	2.8424	.71435
Work assignments are delegated fairly	203	3.2118	.63671
I work in a safe and comfortable environment	203	2.8916	.77903
Training for my position is clear and helpful	203	3.1478	.78447
I have the opportunity to do a variety of takes	203	3.1626	.86641
My supervisor has an open door policy and there is always a welcoming feeling present I feel fairly compensated for my work.	203	3.2365	.81645

4.3 Correlation Analysis

A correlation test is conducted to determine the relationship between the independent and dependent variables.

4.3.1 The relationship between job satisfaction and Organizational Supportiveness

The correlation between job satisfaction and organizational supportiveness are shown in table 4.9. From the table it can be noted that there is a significant correlation between job satisfaction and organizational supportiveness. Significant positive relationship is observed between job satisfaction and organizational supportiveness (.775). We therefore accept H_1 that There is a significant relationship between organizational Supportiveness and job satisfaction.

Table 4.10: Correlation between job satisfaction and organizational supportiveness

		JobS	Su
Job Satisfaction	Pearson Correlation	1	.775(**)
	Sig. (2-tailed)		.000
Supportiveness	Pearson Correlation	.775(**)	1
	Sig. (2-tailed)	.000	

4.3.2 The relationship between Innovation and job satisfaction

It can also be seen in Table 4.10 that Innovation is positively and significantly correlated with job satisfaction with a correlation of .431 that there is a significant relationship between Innovation and job satisfaction from the data that was gathered from the questionnaires answered by staff in Al-azhar University. We therefore accept H_2 that there is a significant relationship between organizational Innovation and job satisfaction.

Table 4.11: Correlation between organizational Innovation and job satisfaction

		Job S	Innov
job satisfaction	Pearson Correlation	1	.431(**)
	Sig. (2-tailed)		.000
Innovation	Pearson Correlation	.431(**)	1
	Sig. (2-tailed)	.000	

4.3.3 The relationship between organizational Emphasis on rewards and job satisfaction.

As displayed in Table 4.11, the results indicate that there is a significant and positive relationship between organizational Emphasis on rewards and job satisfaction (.625). We therefore accept H3 There is a significant relationship between organizational Emphasis on rewards and job satisfaction.

Table 4.12: Correlation between organizational Emphasis on rewards and job satisfaction

		JobS	Em
job satisfaction	Pearson Correlation	1	.625(**)
	Sig. (2-tailed)		.000
Emphasis on rewards	Pearson Correlation	.625(**)	1
	Sig. (2-tailed)	.000	

4.3.4 The relationship between organizational Performance Oriented and job satisfaction

As shown in Table 4.12, organizational performance oriented is positively and significantly correlated with job satisfaction (.552).). In summary, the findings accepted H₄ that There is a significant relationship between organizational Performance Oriented and job satisfaction.

Table 4.13: Correlation between organizational Performance Oriented and job satisfaction

		JobS	PO
job satisfaction	Pearson Correlation	1	.552(**)
	Sig. (2-tailed)		.000
Performance Oriented	Pearson Correlation	.552(**)	1
	Sig. (2-tailed)	.000	

4.3.5 The relationship between organizational Stability and Communication and job satisfaction

As displayed in Table 4.13, the results indicate that there is a significant and positive relationship between organizational Stability and Communication and job satisfaction (.485). We therefore accept H5 There is a significant relationship between organizational Stability and Communication and Job Satisfaction

Table 4.14: Correlation between organizational Stability and Communication and job satisfaction

		JobS	SC
Job Satisfaction	Pearson Correlation	1	.485(**)
	Sig. (2-tailed)		.000
Stability and Communication	Pearson Correlation	.485(**)	1
	Sig. (2-tailed)	.000	

4.4 Summary of Chapter

This chapter provides the statistical results and interpretation of the findings from the information that was collected. Characteristics of the sample were explained in terms of name, age, sex and marital status of the matrix. The mean and standard deviation of deviation of each variable were then analyzed .Finally the results of the correlation between organizational culture and job satisfaction were given.

CHAPTER FIVE

DISCUSSION AND CONCLUSION

5.0 Introduction

This chapter discusses the findings of the study based on the research questions developed as well as different literature reviewed. The first section is the discussion followed by the second section on limitation of research. The third section is the recommendation for future study, and finally the fourth section on the conclusion of study.

5.1 Discussion

The main idea of this study was to determine whether there was any relationship between the five dimensions of organizational culture and job satisfaction. The dimensions for organizational culture support, innovation, and focus on the bonus, performance-oriented, communication and stability. After measuring the five dimensions of organizational culture allowed us to understand the relationship between the dimensions of organizational culture as a whole and job satisfaction. The results of this study that the staff concept of organizational culture was mish and positively related to staff job satisfaction. With the recognition that a greater degree of awareness the dimensions of organizational culture suggest positive reactions toward greater satisfaction of employees.

In addition, significant positive relationship is observed between job satisfaction and organizational supportiveness (.775). There are also positive correlation between Innovation and job satisfaction (.431). Moreover, there are relationships between the organizational Emphasis on rewards and job satisfaction is positive (.625). There is also positive a significant relationship between organizational Performance Oriented and job satisfaction (.552). Finally, there is a significant and positive relationship between organizational Stability and Communication and job satisfaction (.485).

Lund (2003) conducted a study on the impact of types of organizational culture on job satisfaction in a survey of marketing professionals in a wide range of companies in the United States. Of the questionnaire, the respondent mailed 1800, and received 360 usable questionnaires, representing a response rate of 21%. The results indicated that the levels of job satisfaction across a variety of classification of organizational culture. In another study by Gifford, Zammuto and Goodman (2002) investigated the relationship between culture and nurses in hospitals and quality of life of the work unit within seven different hospitals, located in five cities in the western United States. The data analysis showed that the culture of the organizational unit did not affect the quality of life of the nurse work and man's relationship to cultural values were related positively to organizational commitment, and involvement of the work, empowerment and job satisfaction. The results of the present study seem to concur with the above findings.

5.2 Limitations of Research

Researchers are aware that there are some limitations and obstacles that must be considered in the investigation in the future. Firstly, financial and time constraints, second, these results are based on the use of self-reported survey data, which may be affected by response bias. Finally, cross-sectional analysis cannot confirm the direction of causality implied in our research model, so it is necessary to be cautious in conclusions regarding causality.

5.3 Recommendation for Future Research

In the future research should include the types of organizational culture, such as consensual, entrepreneurial, bureaucratic and competitive by using a similar approach. Finally, the measure of job satisfaction with only a few items that exploit different aspects of behavior, job satisfaction, and do not represent the opinion of general job satisfaction, and therefore this is a biased point of view.

Future study can investigate the relationship between corporate culture and job satisfaction in the public sector and private sector. This type of investigation and explanation of a comparison between aspects of culture in the developing countries of job satisfaction. The results from this study can also tell how the different public and private environment might affect organizational culture and job satisfaction.

Another opportunity for future research is to investigate the role and impact of human resource management practices to organizational culture and job satisfaction. It can also extend this study to include participants from other organizations. Finally, future studies might also investigate whether there exist relationship between variables such as organizational commitment, leadership style, communication and job satisfaction.

5.4 Conclusion

First, this study shows that the five organizational culture dimensions which are: supportiveness, emphasis on rewards, innovation, performance oriented, and stability and communication. Second, this study indicates that there is a relationship between organizational culture and job satisfaction. Finally, this study indicates that organizational culture and job satisfaction are important factors in organizations.

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Appendices

Appendices A Research Equation



UNIVERSITY UTARA MALAYSIA

College of Business

Questionnaire

Organizational Culture and Job Satisfaction

(A study among academic staff at Al-Azhar University-Gaza)

Dear Sir/Madam:

I am inviting you to participate in my research project entitled “Organizational Culture and Job Satisfaction: A Study on Academic Staff at Al-Azhar University-Gaza”. The study aims to link between organizational culture and job satisfaction in Al-Azhar University-Gaza.

I hope you will be able to assist me by completing the enclosed questionnaire. All information provided will be treated as private and confidential. It will be solely used for the purposes of my project paper (BPMZ6996). As is normally in academic research, I shall not disclose the names of individuals who provided me with particular information. All data will be analyzed in a collective manner and not attributed to named individuals.

The survey should take approximately 15 minutes to answer. I shall be grateful if you could complete the enclosed questionnaire and return it to me by posting it at your notice board outside your room. I will come and collect it in a week time.

Thank you in advance for your time and cooperation.

Yours faithfully,

Mohanad S.S.Abumandil (807483)

Master of Science Management

COB

University Utara Malaysia

Kedah

Demographic

(Please tick with [X] where applicable)

1. Gender:

Male ☐

Female ☐

2. Age [years]:

20-29 ☐

30-39 ☐

40-49 ☐

>50 ☐

3. Highest level academic qualification:

Diploma

Bachelor's Degree

Master's Degree

PhDs.

Other please indicates: _____

4. Length of service in your present department:

Below 1year 1-5 years

6-10 years >11 years

Section A. Organizational supportiveness

Please indicate the degree of your agreement or disagreement with each statement by

circling the appropriate number at the right.

(Definition of scale)

1= strongly disagree. 2= slightly disagree. 3= neither disagree nor agree. 4= slightly agree. 5= strongly agree.

1. People are treated fairly in my organization

1 2 3 4 5

2. Superior supports me in executing my duties

1 2 3 4 5

3. Co-worker supports me in my organization

1 2 3 4 5

4. People have adequate mentoring from the superior

1 2 3 4 5

Section B. Emphasis of Rewards

1. Reward and recognition consistent with individual contribution

1 2 3 4 5

2. Rewards in my organization is based on merit

1 2 3 4 5

3. In my organization there is equity in the distribution of rewards

1 2 3 4 5

4. In my organization the rewards that I receive meets my expectation

1 2 3 4 5

Section B. Performance Oriented

1. The glue that holds my organization together is the emphasis on tasks and goal accomplishment. A production orientation is commonly shared.

1 2 3 4 5

2. My organization has a performance oriented culture

1 2 3 4 5

3. In my organization there is a well defined criterion in evaluating performance in my organization.

1 2 3 4 5

4. Performance evaluating is done in an objective manner in my organization.

1 2 3 4 5

Section C. Innovation

1. The organization encourages and supports innovation

1 2 3 4 5

2. Different parts of the organization often cooperate to create change

1 2 3 4 5

3. New and improved ways to do work are continually adopted

1 2 3 4 5

4. I respond well to competitors and other changes in my organization

1 2 3 4 5

Section D. Stability and Communication

1. My organization emphasizes permanence and stability, and continuously improving communications between management and staff is stated as an important company objective and is being practiced

1 2 3 4 5

2. Information is widely shared so that everyone can get the information he or she needs when it's needed

1 2 3 4 5

3. There is a proper channel for grievance handling in my organization

1 2 3 4 5

4. Problem solving is done collectively in my organization

1 2 3 4 5

Section E. Job Satisfaction

SD= strongly, Disagree, D= Disagree, N= Neutral, A= Agree, SA= Strongly Agree

		SD	D	N	A	SA
1	I feel fairly compensated for my work.					
2	If I put extra effort into my work, someone will notice.					
3	I work in an environment where there is cooperation and respect.					
4	My supervisor cares about my personal needs.					
5	Problems in the workplace are addressed quickly and adequately.					
6	My supervisor praises employee suggestions that aid in solving organizational problems.					
7	Supervisors are involved in the daily operations of my department.					
8	Senior management is aware of activities in my department.					
9	Job performance evaluations done by my supervisor are fair and based on clear performance standards.					
10	There is open communication throughout the workplace.					
11	I have a clear well written job description.					
12	The organization's mission and vision is realistic, clear, and attainable.					
13	My fellow employees know how to get the job done					

14	I am responsible for planning my work activities.					
15	I feel motivated at work.					
16	I provide a valuable service to clients					
17	I work in a team environment					
18	I feel stressed at work					
19	I deal with a manageable workload					
20	I use my professional skills (education, training) regularly					
21	Work assignments are delegated fairly					
22	I work in a safe and comfortable environment					
23	Training for my position is clear and helpful					
24	I have the opportunity to do a variety of takes					
25	My supervisor has an open door policy and there is always a welcoming feeling present					

This is the end of the questionnaire.

Thank you for your cooperation

APPENDIX B

Abbreviation

Concept	Abbreviation
<i>Job Satisfaction</i>	JobS
Supportiveness	Su
Innovation	Innov
Emphasis on rewards	Em
Performance Oriented	PO
Stability & Communication	SC

APPENDIX C

Analysis of results

Correlations

Correlations

		JobS	Su
JobS	Pearson Correlation	1	.775(**)
	Sig. (2-tailed)		.000
	N	203	203
Su	Pearson Correlation	.775(**)	1
	Sig. (2-tailed)	.000	
	N	203	203

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

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Su	203	1.25	4.00	2.8571	.81061
Valid N (listwise)	203				

Correlations

Correlations

		JobS	Innov
JobS	Pearson Correlation	1	.431(**)
	Sig. (2-tailed)		.000
	N	203	203
Innov	Pearson Correlation	.431(**)	1
	Sig. (2-tailed)	.000	
	N	203	203

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

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Innov	203	1.50	5.00	2.8079	.89624
Valid N (listwise)	203				

Correlations

Correlations

		JobS	Em
JobS	Pearson Correlation	1	.625(**)
	Sig. (2-tailed)		.000
	N	203	203
Em	Pearson Correlation	.625(**)	1
	Sig. (2-tailed)	.000	
	N	203	203

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

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Em	203	1.00	4.25	2.8227	.85630
Valid N (listwise)	203				

Correlations

Correlations

		JobS	PO
JobS	Pearson Correlation	1	.552(**)
	Sig. (2-tailed)		.000
	N	203	203
PO	Pearson Correlation	.552(**)	1
	Sig. (2-tailed)	.000	
	N	203	203

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

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
PO	203	1.00	5.00	2.8571	.94032
Valid N (listwise)	203				

Correlations

Correlations

		JobS	SC
JobS	Pearson Correlation	1	.485(**)
	Sig. (2-tailed)		.000
	N	203	203
SC	Pearson Correlation	.485(**)	1
	Sig. (2-tailed)	.000	
	N	203	203

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

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
SC	203	1.50	5.00	3.3140	.93850
Valid N (listwise)	203				

