Impact of Organizational Culture on Organizational Commitment and Job Satisfaction

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Abstract
In this study, the researcher has tried to investigate the three types of organizational culture and its impact on job satisfaction and employee commitment in Chemical Sector of Karachi. The core objective of the study is to identify the impact of organizational culture on job satisfaction and employee commitment in Chemical Sector so as to improve the job satisfaction and commitment of the employees in their working environment. And research question is what is the impact of organizational culture on job satisfaction and commitment of the employees? The study was originated by taking some previous literatures and tried to find out the research gap. The study was never studied in Chemical Sector in Karachi context and this was the main purpose and gap for the study. Quantitative research approach was used with 303 sample of respondents participated in the study. Data was then collected from the Chemical Sector working employees of the Karachi. Reliability was tested through reliability test, which shows 89.5% our sample data is reliable. This reliability allowed us to further analyze the data. Factor analysis has been used to shows the independent variables accuracy of the data. Further Regression analysis has been used to determine the relationship between supportive organizational culture, innovative organizational culture and bureaucratic organizational culture with job satisfaction and employee commitment.
Keywords: Factor Analysis, Multiple Regression Analysis, Supportive culture, Innovative Culture, Bureaucratic Culture, Job Satisfaction and Employee Commitment.

1. INTRODUCTION
1.1 Background of the Research
Organization is a group of peoples that are combining together for the purpose to meet his/her and organizational goals. Every organization has top manager they relation between different activities of the organization and employees of the company, assign duties to the every employee, their responsibilities, and duty to the middle manager and staff to full fill tasks which was assign by managers. Organization is flexible system because they change by external and internal surrounding. Every organization is consisting of three elements people, goal and system. People are working in system for the purpose of accomplished organizational or people's goals. Organizational culture includes an organization's goals, values, and interactions with the external environment. Culture based on feelings, beliefs, norms, customs, and written and unwritten rules that become part of

organizational rules and policies, every organizational culture is different with the other organization and difficult to change organizational culture. There are number of categories/kinds of organizational culture by which can measure the organizational culture exist in the particular/specific organization. Here in study only take three categories of organizational culture they are, bureaucratic, innovative and supportive cultures that we usually see in most organizations.

In affective commitment employee's attachment and loyalty with his/her work and with his/her manager and supervisors, in affective organizational commitment employee always think and react positive towards his/her organization in any situation. Continuance commitment refers when an employee wants to remain with his/her present organization because they may have some legal/costs of leaving or because employee didn't find alternative opportunities. Normative commitment refers employee perceptions to their organization, employee loyalty, and commitment towards his/her job and with the organization. Job satisfaction is how an employee satisfied with his/her job; job satisfaction is the emotional feelings with overall job and job satisfaction with pay, pension, working conditions and working hours. Satisfaction on job is employee think about their work and its different factors affecting their job. It is the degree of satisfaction of employee with his/her work". Job satisfaction is employee general attitude towards his/her job, the person having positive attitude towards job his/her job may have high level of job satisfaction and if the person having negative attitude towards his/her job may have dissatisfied from job. Employee happiness is about pleasure on the work environment. Employees could be dissatisfied by various reasons working a condition that has been provided within the organization, employee supervisor de-motivated behavior, benefits that are given in the organization, work load, promotions.

For the purpose of this study choice chemical sector especially fertilizer, because in this single sector can easily examine the relationship between organizational culture and culture different types, organizational commitment and job satisfaction. Chemical sector is based on factory and in big sector or big factory can examine the different culture of the organization with effects organization commitment and employee job satisfaction. In factories there may be many culture running at the same time in different department and can affect different employees with the different prospective.

1.2 Problem statement

Studies have been done in the past related to the relationship between leadership qualities, organizational culture on employee performance (Xenikou & Simosi, 2006). Many researchers have conducted the study on the effect of organizational culture and CEO leadership. The organizational culture and employer leadership style with employee effects on employee performance and increase in revenue. Some of the researchers have also measured the level of job satisfaction of employee in organizational culture marketing staff job satisfaction is higher than the employees work as a staff or managerial positions (Densten & Sarros, 2012). However, study was done on organizational culture relation with job satisfaction and organizational commitment has been done in the Pakistani fertilizer sector. Therefore, still there is the need to expand the study on organizational culture, and to measure the level of employee satisfaction with job and organizational commitment in Pakistani context (Asree et al, 2010).

1.3 Research objective
- Examine the relation between types of organizational culture and organizational commitment in fertilizer sector of Pakistan.
- Examine the relation between types of organizational culture and job satisfaction in fertilizer sector of Pakistan.

1.4 Research questions
- What is the relation between types of organizational culture and organizational commitment in Pakistan?
- Which type of organizational culture most effect organizational commitment in Pakistan?
- What is the relation between types of organizational culture and job satisfaction in Pakistan?
- Which type of organizational culture most effect job satisfaction in Pakistan?

1.5 Scope of the study

Purpose of this study is to explore culture of the company which consist of almost all HRM practices including the management style, T&D, employee performance, reward system, employee job satisfaction. After this study able to prove that whatever organizational culture exists in organization is to enhance the employee job satisfaction and organizational commitment. After this study corporate management can find best ways to bring best culture, which causes an employee's towards organizational commitment and job satisfaction. Hence organizations should critically examine which type of culture will be beneficial for their organization, and then properly communicate it with each and every member of the organization.

1.6 Theoretical background

Organizational culture is a way for the organization towards organization future goals, which gives strengths to

its managers to reduce weaknesses and threats. Organization culture is the cause of the way things get done. Culture is the thinking, values and believes of the organization. Organization culture is the process things are done in the organization-working environment with its perfect way the organization culture wants to be. (Matthew, 2010)

Organization culture is system knowledge, which defines the standards by the help of which people perceive, believe and evaluate things and it is an act that serve to relate human communities to their environmental settings. (Allaire & Firsirotu, 1984) The personality of the organization represents the culture of that organization. The assumptions values, norms, visible sign and behaviors of the organization members together can be comprised as culture. The particular culture of the organization is sooner or later can be sensed by the organization members. Culture is one of the terms, which are difficult to explain generally, but after the members of the organization sense it the culture becomes easy to explain. Innovative and supportive cultures are more result and employee oriented, in these type of cultures employee always support and encourage from the supervisors, managers and with their co-workers and bring new ideas and suggestions for the betterment of organization and employees are encouraged to take part in decision making, thus employees motivated and more happy from work, in these type of organizational culture and as a result they become extremely satisfied with their jobs and organizational environment. (Abraham et al., 1997)

2. PREVIOUS RESEARCH

Xenikou and Simosi (2006), examine relationship between leadership and organizational culture on employee performance. Result shows that culture had direct and positive effect on employee performance and leadership had indirect negative effect on employee performance; recommendations regarding result are if organization wants high relationship between organization culture and employee performance they had to maintain and control organization culture and leadership style. Densten and Sarros (2012), study effect of culture and social acceptance on CEO type leadership. Reward, performance orientation, innovation and stability are use as independent variables, cross sectional survey was conducted on 635 CEO of the different companies in Australia. Hierarchical multi regression technique result shows that cultural transformational and transactional leadership are different by the specific culture, CEO shows its company norms, social acceptance needs and culture.

Taomina (2008), examine the theories on leadership, employee enthusiasm, and lack of cooperation in organization culture. Significant positive correlation between leadership and organization culture shows and bureaucratic culture is more important than flexible culture; bureaucratic culture is highly significant correlation with socialization. Recommendation for the leadership should be flexible, attitudes of leader are good for the organization and their employees and socialization need management attention in organization culture. Yiing and Ahmad, (2009), examine the impact of organizational culture on leadership style, employee commitment and its relation with job satisfaction, commitment and performance. Result shows that leadership significantly related with employee commitment and culture play important role to build this relationship, as far as organizational commitment has significant relation with job satisfaction but not with the performance. Recommendation regarding this research is supportive leadership culture in organization can built strong relationship between organizational commitment, employee performance and job satisfaction.

Awan and mahmood, (2010), examine the relation between leadership style, organizational culture and job satisfaction and employee commitment in universities of Pakistan. Result show that these librarians work under bureaucratic leadership style and they are not significant relate with the job commitment, organization culture. Some of them are highly committed with their organization, the only reason they librarians are less satisfied and less committed with work because they did not have job growth. Gupta (2011), examine high performance organizational relation with organization culture and its leadership style. Data were collected from 62 society of GLOBE program (Global Leadership and Organization Behavior Effectives) and cross culture database show the relationship between culture dimensions and high performance organization, hierarchical linear method used to determine result several strategies effects on high performance, societies of the organization are common, humane oriented culture, gender diversity, future oriented are positively effects on employee performance.

Lund (2003), examine impact of organization culture on job satisfaction of marketing employees in USA. One-way analysis methodology was used and the result shows that job satisfaction signification varied from organization culture-to-culture, clan culture (mentoring, loyalty, tradition) and adhocracy culture (innovation, entrepreneurship and flexibility) higher level of job satisfaction then hierarchy culture. Companies can make this relationship to their competitive advantage and for this they have to maintain high relationship between employee job satisfaction and organization culture. Jung *et al.* (2008), explore the relation between organizational cultures from national culture on total quality management performance. 186 multinational organizations filled questionnaire, regression analysis shows that total quality management is significant relates with organization culture and total quality management has positive impact on business performance.

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Multinational organizations are more significantly related to total quality management.

Bellou, (2010), examine organizational culture relation on job satisfaction regarding with the gender and age. Result suggests that some cultural types effect on employees job satisfaction they may be personal growth opportunities, good reputation. Recommendations according to this research are organizational culture can enhance employee's job satisfaction to feel them part of the organization and encourage them to build their career within and outside organization, because if organization bound their employees to built and enhance their capabilities and expertise within organization they may be not fully show their capabilities, in this way organization don't have chance to lose their employee and their loyalty towards organization and that become organizational competitive advantage.

Nguyen and Mohamed, (2011) studied relation between leadership on learning and skill management and its effect on organizational culture in Australia. Transformational, transactional, organizational culture and knowledge management were used as variable. Result shows that transactional and transformational leadership has positive relationship with knowledge management, contingent leadership has large impact on knowledge management. Recommendation regarding this research, organizational culture and leadership has positive and negative relations sometime, which is totally depend upon organizational culture because organizational cultures create leadership types which make good for the organization and sometimes make worst conditions to grow and run organizational business.

Erkutlu (2012), examine moderate organizational culture relation with shared and proactive behavior of leadership. Finding shows that shared leadership has positively related with proactive leadership behavior, its build stronger supportive culture in organization. Some leadership role and responsibility have positive effects within their team members and team show proactive behavior, leadership role vary from organizational culture to culture. Shared leadership increases job requirements and take new steps and it shows positive impact in job requirement and responsibility

Corbett and Rastrick (2000), examine correlation of total quality management and quality performance in New Zealand organization. Culture inventory, quality performance, warranty claim, production are used as variables. Uzkurt *et al* (2013), examine the relation between organizational culture and organization performance in Turkey. Result shows that organization culture, innovation of employees has direct and positive relation with employee/organization performance. Recommendation regarding with the research are it's a competitive advantage of any organization innovation in employee performance, organizational culture and performance relation show the organizational returns and employee job satisfaction. Rashid *et al* (2004), studied organizational culture and organizational changes in Malaysia. Finding shows that association between organizational cultures, effectiveness attitude of organizational changes, result also shows that different types or organizational culture have their own way for the acceptance in organizational changes. This means every organizational culture has some capabilities for the changes and some organization does not allow their employees to change with the external environment, not even try to change their culture with time.

Pantouvakis and Bouranta (2013) studied the relation between learning culture and job satisfaction on customer satisfaction in different service sectors. Result shows the positive strong relationship of learning culture with employee job satisfaction and customer/client expectation because when employee learns about their services and he/she educate their customer regarding services they provide it increases the customer satisfaction as well as employees job satisfaction. Recommendation related with the research is when employees are educated, motivate and their organizational culture is supportive which provide their new and existing knowledge and skills so they are more satisfied from their jobs, which increases high quality services of the organization.

3. METHODOLOGY
3.1 Research Approach
Quantitative research technique models use for, theories hypotheses testing, quantitative data is number form such as statistics, percentages. In quantitative researcher technique clearly define and to the point questions asked to collect data from respondents for less time taken. The researcher analyzes and examine data with the help SPSS. This method can be used to verify which hypotheses are true.
3.2 Purpose of the Research
Exploratory research to gain ideas, exploratory method use in the starting phase of the study process. Purpose of this research process is to minims the scope of the research topic, to change unclear/undefined solutions into well-defined solutions. In exploratory research data can be collected by secondary data analysis.
3.3 Research Design
Correlational analysis is use for statistical correlation to estimate how strong or weak relations between independent and dependent variables. Correlational analysis used for the collection and interpretation/explanation of quantitative data. Correlation technique used to analyze data from more than one variable. Correlation shows the relation between two or more variables such that examine the changes in one

variable effect on other variable.

3.4 Data Source
Primary data collected by questionnaire and sub managers, unit manager, line managers' filled questionnaire.

3.5 Target Population
Chemical sector are study target population to examine the different organizational cultures and its impact on job satisfaction of employees, organizational commitment.

3.6 Sample Size
Questionnaire were distributed by email and hard copy, 303 questionnaires were filled by sub managers, unit manager and line managers and other staff.

3.7 Data Collection Techniques/ Tools
Data was collected by questionnaire to examine the response of the respondent a small scale piloting 1) strongly agree 2) agree 3) un-decided 4) disagreed 5) strongly disagreed.

3.8 Sampling Techniques
Convenience sampling technique was used because for the sample to fill questionnaire at his/her comfort time, and for the convenience and safe respondent time questionnaire were mailed them.

3.9 Statistical Technique
i) Reliability & Validity Analysis: In study before analysis any data the issues arises variables are control; reliability and validity must be exists. Because reliability of data is very important in any research to examine the relationship, impact of one variable to other variable.

ii) Factor Analysis: Factor analyses technique are used to confirm that the concepts of each variable have been correctly measured, for the reduction of data which represent a wide range on a smaller number of samples. And for this purpose small scale was set to examine the response of respondent.

iii) Regression Analysis: Regression analysis study the relation between independent variable and dependent variable, if independent variable and dependent variable move in the same directions its mean there is positive relationship between variables on the other hand independent variable increases and dependent variable decreases it's a negative relationship, use of regression analysis also shows the how much strong or weak relationship between independent variable and dependent variable.

iv) Correlation Analysis: Correlational analysis is use for statistical correlation to estimate how strong or weak relations between independent and dependent variables. Correlational analysis used for the collection and interpretation/explanation of quantitative data. Correlation technique used to analyze data from more than one variable. Correlation shows the relation between two or more variables such that examine the changes in one variable effect on other variable.

3.10 Model

$$JS = \alpha_0 + \beta1 BC + \beta2 IC + \beta3 SC$$
$$OC = \alpha_0 + \beta1 BC + \beta2 IC + \beta3 SC$$

JS= Job Satisfaction
OC= Organizational Commitment
BC= Bureaucratic Culture
IC= Innovative Culture
SC= Supportive Culture

3.11 Model Hypothesis
H_{01}: Job satisfaction has an insignificant effect on bureaucratic organizational culture.

H_{02}: Job satisfaction has an insignificant effect on innovative organizational culture.

H_{03}: Job satisfaction has an insignificant effect on supportive organizational culture.

H_{04}: Organizational commitment has an insignificant effect on bureaucratic organizational culture.

H_{05}: Organizational commitment has an insignificant effect on innovative organizational culture.

H_{06}: Organizational commitment has an insignificant effect on supportive organizational culture.

4. DATA ANALYSIS
In this data analysis, interpretation, verification and analysis is done by using SPSS different techniques. Researcher used reliability, factor analysis, and regression techniques.

4.1 Reliability
Data reliability has been tested by using reliability test. The questionnaire include dependent variables and independent variable, total 21 questions are included. In reliability test value of Coronbach alpha should be greater than 0.5 or 50%. Overall value of Cronbach alpha is 0.895 or 89.5% means overall reliability of data is acceptable.

Table 4.1: Reliability Statistics

Variable	No. Of Items	Cronbach's Alpha
Employee Commitment	5	.829
Job Satisfaction	5	.929
Supportive Culture	4	.722
Bureaucratic Culture	4	.614
Innovative Culture	3	.777
Overall	21	0.895

Employee commitment variable has 5 items and its alpha value is 0.829, Supportive culture variable have 4 items and its alpha value is 0.722, Bureaucratic Culture has 4 items and its value is 0.614, Innovative Culture has 3 items and its value is 0.777, job satisfaction variable has 5 items and its value is 0.929.

4.2 Factor Analysis

Table 4.2.1: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adeq'uacy.	0.834
Bartlett's Test of Sphericity Approx. Chi-Square	3742.182
Df	210
Sig.	0.000

Requirement of alpha value should be more than 0.50, in reliability test data is checked and all values of Cronbach's alpha are more than 0.50 and overall value of alpha is also more than 0.50. In KMO test also shown that its value is more than 0.50, which is, 0.834 means 83.4% of variance. Bartlett's test is also significant which value is 0.000.

Table 4.2.2: Rotated Component Matrix

	Employee Commitment	Job Satisfaction	Supportive Culture	Bureaucratic Culture	Innovative Culture
I would be very happy to spend the rest of my career with this organization.	.728				
I really feel as if these organizational problems are my own.	.659				
I do not feel emotionally attached to this organization.	.723				
Right now staying with my organization is a matter of necessity as much as desire.	.790				
It would be very hard for me to leave my organization right now, even if I wanted to.	.657				
Employee gets recognition in a timely, meaningful way.		.762			
Sufficient freedom and authority for perform task.		.814			
My job does not cause unreasonable amount of stress in my life		.848			
My job allows me to maintain a healthy balance between my work and personal life.		.876			
My working conditions and environment support me to do my job effectively.		.869			
Employee has easy access to policies.			.447		
Supervisors use positive feedback with employee			.655		
People in my work place are friendly and helpful.			.655		
Management continuously improves communication between management and staffs.			.841		
Organization management provides personal leadership for improves quality.				.721	
Department heads in our organization accept responsibility for quality.				.482	
Department head work to encourage just in time production.				.638	
Management strongly encourages employee involvement in the production process.				.474	
Top priority in my organization is quality performance.					.823
We have availability of internal communication for example outlook SAP etc.					.793
In my organization encourage for innovation.					.734

In factor table, factor result shows the independent and dependent variables accuracy of the data. In table 4.2.2 rotated component matrix defines the correlation in the independent variables to the dependent variable. The value, which has the highest value in rotated component matrix of correlation, shows the highest level of relationship to the dependent variable. It makes group of each variable.

4.3 Regression Analysis

Table 4.3.1: Regression Coefficient (Employee Commitment)

Variables	Coefficient	t-stats	Prob.	V.I.F
(Constant)	0.842	5.455	0.000	
Supportive Culture	0.432	6,713	0.000	1.207
Bureaucratic Culture	0.134	2.312	0.000	1.388
Innovative Culture	0.011	0.172	0.864	1.331
Adj. R^2	0.204			
F-stats (Prob.)	26.181			

Table 4.3.1 describes relation between variables dependent and independent variables with their beta value, co-linearity value and significant value. The value of β shows us the nature of relationship between dependent and independent variables. If the β value is positive means that there is positive relationship between independent and dependent variable and the negative value of β means there is negative relationship between independent and dependent variable. In table 4.3.1 Supportive, Innovative and bureaucratic culture have positive impact on Employee Commitment.

B value is used to form regression equation, which is:

Employee Commitment = 0.842 + 0.432 (Supportive Culture) + 0.134 (Bureaucratic Culture) 0.011 (Innovative Culture)

The t value in table 4.3.1 shows the relative importance of each variable in above model. P value shows significance of each variable. In table values of Supportive and Bureaucratic variable are less than 0.05 which means each variable has significant effect on Employee Commitment, whereas value of Innovative Culture variable is greater than 0.05 which means this variable has insignificant effect on Employee Commitment. VIF value shows the coefficient of multiple co-linearity, which means that the variables are very much connected with each other. When two variables are highly correlated it means both variable are showing same occurrence and both are showing same information. If the value of VIF is greater than 10 there multi co-linearity exists. In above table the VIF value for all variables are less than 10 it means change in value of any variable does not effect on values of other variables. Value of adjusted R square in table 4.3.1 shows that 0.204 independent variable (Supportive Culture, Bureaucratic Culture, Innovative Culture) can predict 20.4% of variance in dependent variable (Employee Commitment).

Table 4.3.2: Regression Coefficient (Job Satisfaction)

Variables	Coefficient	t-stats	Prob.	V.I.F
(Constant)	0.250	1.371	0.171	
Supportive Culture	0.601	7.918	0.000	1.207
Bureaucratic Culture	0.315	4.608	0.000	1.388
Innovative Culture	-.022	-0.290	0.772	1.331
Adj. R^2	0.314			
F-stats (Prob.)	45.795			

Table 4.3.2 describes relation between variables dependent and independent variables with their beta value, co-linearity value and significant value. The value of β shows us the nature of relationship between dependent and independent variables. If the β value is positive means that there is positive relationship between independent and dependent variable and the negative value of β means there is negative relationship between independent and dependent variable. In table 4.3.2 Supportive and bureaucratic culture have positive impact on Job Satisfaction whereas Innovative Culture has negative impact on Job Satisfaction, means person job satisfaction is less

B value is used to form regression equation, which is:

Job Satisfaction = 0.250 + 0.601 (Supportive Culture) + 0.315 (Bureaucratic Culture) -.022 (Innovative Culture)

The t value in table 4.3.2 shows the relative importance of each variable in above model. P value shows significance of each variable. In table values of Supportive and Bureaucratic variable are less than 0.05 which means each variable has significant effect on Job Satisfaction, whereas value of Innovative Culture variable is greater than 0.05 which means this variable has insignificant effect on Job Satisfaction. VIF value shows the coefficient of multiple co-linearity, which means that the variables are very much connected with each other. When two variables are highly correlated it means both variable are showing same occurrence and both are

showing same information.

If the value of VIF is greater than 10 there multi co-linearity exists. In above table 4.3.2 the VIF value for all variables are less than 10 it means change in value of any variable does not affect on values of other variables. Value of adjusted R square in table 4.3.2 shows that 0.314 independent variable (Supportive Culture, Bureaucratic Culture, Innovative Culture) can predict 31.4% of variance in dependent variable (Job Satisfaction).

5. CONCLUSION

5.1 Conclusion

After data collection different SPSS tests are applied on it. Applied reliability test to check data reliability, factor analysis to check KMO (Kaiser-Meyer-Olkin) and applied multiple linear regression test and checked that which type of organization culture most effect on employee commitment and job satisfaction and after complete analysis I find that supportive and bureaucratic culture have significant effect on employee commitment and job satisfaction, whereas innovative culture has a significant effect on employee's commitment and job satisfaction. The conclusions are based on the investigation how the different types of organization culture effect employee job satisfaction and his/her commitment with organization. Innovative culture data does not affect or have any relationship with employee job satisfaction and his/her commitment. Because in chemical sector they are working in pre define manners where innovation in not allowed, every chemical sector manufacture its specific product or products and they did not innovate any new product, not even encourage their employees for innovation. Result shows when employee highly satisfied with his/her job, he/she less committed with the organization, because in this sector employee only concern about his/her job satisfaction more than the loyalty with the organization.

5.2 Recommendation

There are some reasons why it is important employee commitment and job satisfaction. The organization must know these factors which can be employee satisfied and committed with his/her organization. Sustainable long-term success of the organization depends on employee job satisfaction and employee commitment with organization

Following are the points for recommendations with respect to this study.

- Employee job satisfaction is most important for every organization. For the employee satisfaction organization should satisfy their employees by recognition on job, with different incentives, which can increase employee satisfaction level, and he/she will become productive for the organization.
- Employee Commitment is also very important for the organization success and it's survival in industry, because when employee positively committed with his/her organization they become more loyal with the organization and give 100% of his/her loyalty with the organization.
- In this research innovative culture effect insignificant impact on employee job satisfaction and employee commitment, because innovative culture organization employees are less committed with his/her organization and less satisfied with the job. Employee turnover are more in this type or culture organization.

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Appendix
Questionnaires

Dear respondent,
I am conducting a research (required as a partial fulfillment for my master's degree) regarding various aspects of employee participation in organization. It will be great support for me if you could spend approximately 15-20 minutes in filling out this questionnaire, information provided will be kept confidential.

Name _____
Designation _____
Age _____Email_____

1 strongly agree   2 agree   3 un-decided   4 disagreed
5 strongly disagree

EMOLYEE COMMITMENT	1	2	3	4	5
I would be very happy to spend the rest of my career with this organization.					
I really feel as if these organizational problems are my own.					
I do not feel emotionally attached to this organization.					
Right now staying with my organization is a matter of necessity as much as desire.					
It would be very hard for me to leave my organization right now, even if I wanted to.					
ORGANIZATIONAL CULTURE **SUPPORTIVE CULTURE**					
Employee has easy access to policies.					
Supervisors use positive feedback with employee					
People in my work place unit are friendly and helpful.					
Management continuously improves communication between management and staffs.					
BUREAUCRATIC CULTURE					
Organization management provides personal leadership for improve quality.					
Department heads within our organization accept responsibility for quality.					
Department head work to encourage just in time production.					
Management strongly encourages employee involvement in the production process.					
INNOVATIVE CULTURE					
Top priority in my organization is quality performance.					
We have availability of internal communication strategy for example outlook SAP etc.					
In my organization encourage for innovation					
JOB SATISFACTION					
Employee gets recognition in a timely, meaningful way.					
Sufficient freedom and authority for perform task.					
My working conditions and environment support me to do my job effectively.					
My job allows me to maintain a healthy balance between my work and personal life.					
My job does not cause unreasonable amount of stress in my life.					

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