

Impact of Organizational Culture on Job Satisfaction: A Study on Banglalion Communication Ltd, Bangladesh

Maruf Ahamed

¹Customer Service Executive, Banglalion Communication Limited, Khulna, Bangladesh
E-mail: marufbaku06@gmail.com

Rezwan Mahmood

²Independent Researcher & Banking Professional, Eastern Bank Limited, Khulna, Bangladesh
E-mail: rez.mahmood@gmail.com

Abstract

The study derived that organizational culture put significant impact on job satisfaction level of employees on Banglalion Communication Ltd. The research was concluded that the existing culture in Banglalion Communication Ltd is favorable and uplift employee morale and job satisfaction for the time being. The company should still focus some indices much more on values, internal labor market, justice and sound pay. It found employees were not very satisfied with those indices which might turn in job dissatisfaction in the long run. This study determined the relationship between organizational culture and job satisfaction. Organizational Culture is comprised of Components of Culture and Culture Type whereas Job Satisfaction has 3 basic elements Environmental Variable, Job Characteristic Index, Personality Variable. They consist of Market Opportunity, Autonomy, Role Ambiguity, Role Conflict, Role Overload, Distributive Justice, Supervisory Support, Internal Labor Market, Task Significance, Integration, Pay, Routinization, Work Motivation, Positive Affectivity, and Negative Affectivity. Means and Standard Deviation on all variables have been calculated for further analysis. A study of 36 employees, all of working population from Khulna City, was studied and SPSS v19 was used for the analysis of data. To check and demonstrate the hypotheses, Pearson Correlation and Regression Analysis were performed. The empirical results indicate that the relationship between organizational culture and job satisfaction in Banglalion Communication Ltd is positive and significant and the dominant culture here the research found is Hierarchy Culture.

Keywords: Organizational culture, Cultural component, Culture type, Job satisfaction.

1. Introduction

Organizational culture is the behavior of human within an organization and the meaning that people attach to those behaviors. Culture includes the organization's vision, values, norms, systems, symbols, language, assumptions, beliefs and habits. It is also the pattern of such collective behaviors and assumptions that are taught to new organizational members as a way of perceiving and even thinking and feeling. Organizational culture affects the way people and groups interact with each other, with clients and with stakeholders (Wikipedia, n.d). Organizational culture refers to the philosophies, attitudes, beliefs, behaviors and practices that define an organization. The organizational culture may reflect characteristics that differentiate one company from another ranging from internal policies and procedures to public relations and customer interactions. Organizational culture influences the day-to-day experience of employees as well as the public perception of a company. Organizational culture represents the collective values, beliefs and principles of organizational members and is a product of such factors as history, product, market, technology, and strategy, type of employees, management style and national culture. Corporate culture on the other hand refers to those cultures deliberately created by management to achieve specific strategic ends. It's shown in-

- Ways the organization conducts business, treats employees, customers & the community.
- Extent of allowed freedom in decision making, developing ideas & personal expression.
- Power and information flow through its hierarchy.
- Committed employees are towards collective objectives.

An understanding of organizational culture is critical for two reasons: As an employee, consultant or contractor, organizational culture can have a significant impact on working relationships, procedures and employee-employer interactions. As a marketer, organizational culture can have a direct influence on how a company is marketed. The culture of a company often influences its marketing messages and strategies.

Job satisfaction or employee satisfaction has been defined in many different ways. Some believe it is simply how content an individual is with his or her job, in other words, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision. Others believe it is not as simplistic as this definition suggests and instead that multidimensional psychological responses to one's job are involved. Employee engagement is similar concepts on the surface. Engaged employees are motivated to do more than the

bare minimum needed in order to keep their jobs.

Past researches have shown supporting evidence about the relationship between organizational culture and job satisfaction (Hellriegel & Slocum, 1974). Kerego & Mthupha (1997) views job satisfaction as the evaluation of the organizational context, while organizational climate provides a description of the work context and defined job satisfaction as the feeling of employees about their job. Hutcheson (1996) on the other hand referred to it is the difference between the outcomes which a person actually receives and those that he expects to receive. Job satisfaction is thus related to job characteristics and people will evaluate their satisfaction level according to what they perceive as being important and meaningful to them (Sempanesa et al, 2002).

This study analyzed the concepts of Organizational Culture, Job Satisfaction and impact of organizational culture and job satisfaction on Banglalion Communication Ltd, a registered 4G network or internet service provider in Bangladesh. It has gained a huge response since its very inception by means of colorful advertisements, strong network and supersonic speed which is widely desired to the surfers or internet users. Day by day, the company is getting bigger and its area of operation and service has expanded around different metropolis, cities. The Company would also like to extend its operation in some other area as well. Despite being a local company, it has been able to establish an effective positioning in the market place within a very short time although there is a mixed reaction and statements surfaced among the users about the quality of its services. The employees of BCL are relentlessly trying to provide the best service to its customers. The achievement till date to BCL has been due to their hardworking and intelligent employees. It easily catches sight of when look around. How much the company has contributed to its employee's life is the focus of the research. More specifically, this study tried to elicit employee job satisfaction, prevailing cultures and their relationship to this company in an organized fashion. Therefore the objective of the study was to analyze the impact of Organizational Culture on Job Satisfaction.

2. Literature Review and Conceptual Framework

An organizational culture has influence on organizational performances and employees commitment (Lok and Crawford, 2004). Schein (1984) stated that organizational culture can be seen as a set of beliefs, values, and assumptions that are shared by the organizational members. Furthermore, organizational culture can also be seen as a way of thinking and describing the internal world of an organization. This internal world can be differentiated from another organization by the organization's personality (Sims, 2002). Sims (2002) stated that several researchers defined that the culture of an organization socializes the people. According to Hofstede (1998) organizational culture needs to be in the minds of all the members of the organization. A common similarity of the aforementioned definitions of organizational culture is that organizational culture can be seen as a set of underlying values and can influence the behavior of all the members of an organization and will socialize employees. According to several researchers organizational culture can be defined by six characteristics: (1) Holistic (2) Historically determined (3) Related to anthropological (4) Socially constructed (5) Soft (6) Difficult to change (Hofstede et al., 1990). It also can be divided into a visible and an invisible part. The visible parts (symbols, heroes and rituals) of a culture are the practices of the organization while the invisible parts are the values of the organization. Only the visible parts of an organization can be changed by anyone's plan (Hofstede, 1998).

2.1 Corporate Cultural Component

The benefits of a strong corporate culture are both intuitive and supported by social science. According to James L. Heskett, culture can account for 20-30% of the difference in corporate performance. Each culture is unique and myriad factors go into creating one. Coleman (2013) has observed at least six common components of great cultures as follows and isolating those elements can be the first step to building a differentiated culture and a lasting organization.

Vision: A great culture starts with a vision or mission statement. These simple terms of phrase guide a company's values and provide it with purpose. That purpose, in turn, orients every decision employees make. When they are deeply authentic and prominently displayed, good vision statements can even help orient customers, suppliers and other stakeholders. Nonprofits often excel at having compelling, simple vision statements such as "A World without Poverty." A vision statement is a simple but foundational element of culture.

Values: A company's values are the core of its culture. While a vision articulates a company's purpose, values offer a set of guidelines on the behaviors and mindsets needed to achieve that vision. Every company has a clearly articulated set of values that are prominently communicated to all employees and involve the way that firm vows to serve clients, treat colleagues and uphold professional standards. Google's values might be best articulated by their phrase, "Do not be evil."

Practices: Of course, values are of little importance unless they are enshrined in a company's practices. If an organization professes that people are our greatest asset, it should also be ready to invest in people in

visible ways. Similarly, if an organization values flat hierarchy, it must encourage more junior team members to dissent in discussions without fear or negative repercussions. And whatever an organization's values, they must be reinforced in review criteria and promotion policies, and baked into the operating principles of daily life in the firm.

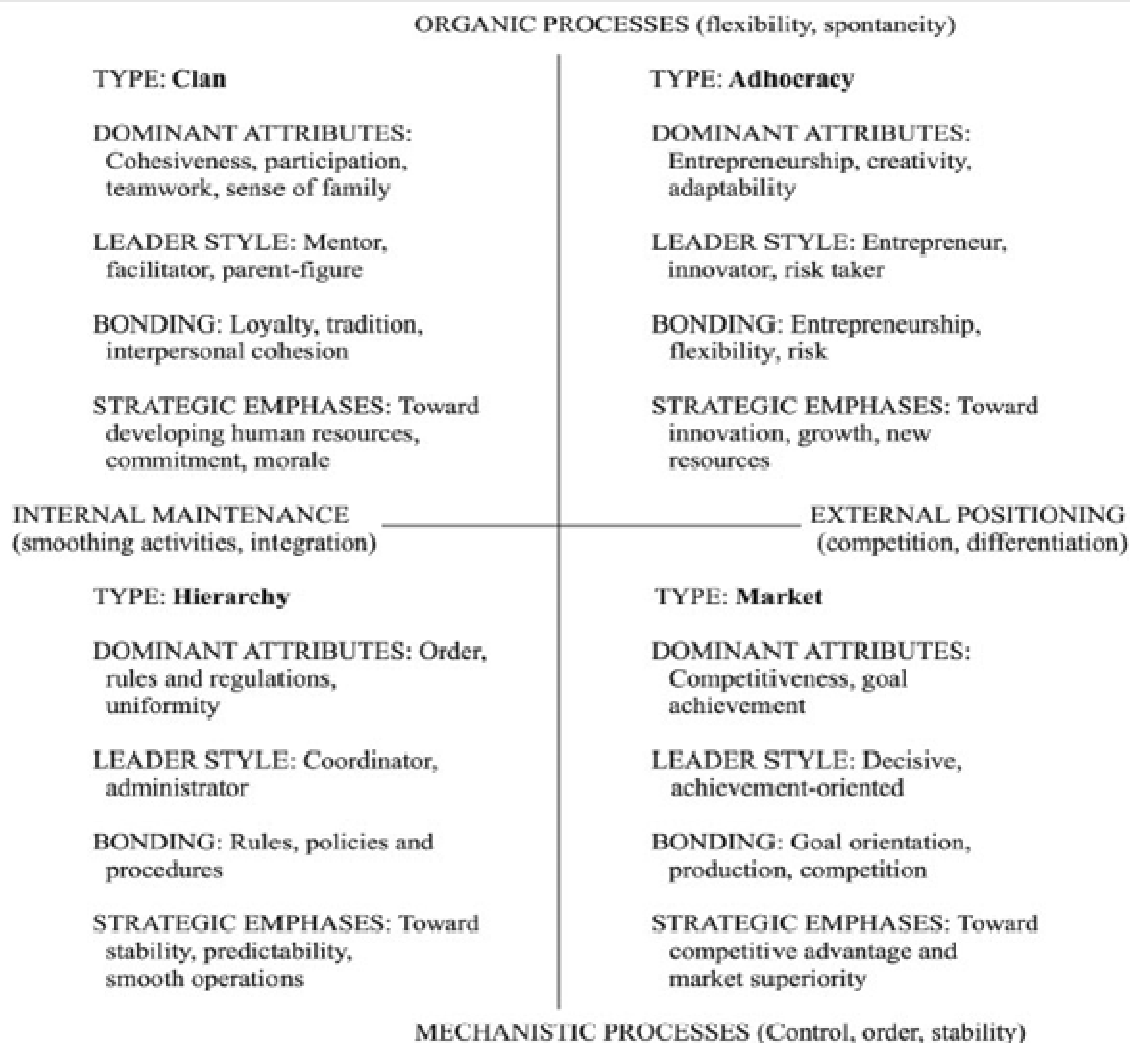
People: No company can build a coherent culture without people who either share its core values or possess the willingness and ability to embrace those values. That's why the greatest firms in the world also have some of the most stringent recruiting policies. According to Charles Ellis, as noted in a recent review of his book "What it Takes: Seven Secrets of Success from the World's Greatest Professional Firms", the best firms are "fanatical about recruiting new employees who are not just the most talented but also the best suited to a particular corporate culture." Ellis highlights that those firms often have 8-20 people interview each candidate. And as an added benefit, Steven Hunt notes at Monster.com that one study found applicants who were a cultural fit would accept a 7% lower salary, and departments with cultural alignment had 30% less turnover. People stick with cultures they like and bringing on the right "culture carriers" reinforces the culture an organization already has.

Narrative: Every organization has a unique history, a unique story, the ability to unearth that history and craft it into a narrative is a core element of culture creation. The elements of that narrative can be formal like Coca-Cola which dedicated an enormous resource to celebrate its heritage and even has a World of Coke museum in Atlanta or informal, like those stories about how Steve Jobs' early fascination with calligraphy shaped the aesthetically oriented culture at Apple. But they are more powerful when identified, shaped and retold as a part of a firm's ongoing culture.

Place: One clear answer is that place shapes culture. Open architecture is more conducive to certain office behaviors, like collaboration. Certain cities and countries have local cultures that may reinforce or contradict the culture a firm is trying to create. Place whether geography, architecture, or aesthetic design impacts the values and behaviors of people in a workplace.

There are other factors that influence culture. But these six components can provide a firm foundation for shaping a new organization's culture. Identifying and understanding them more fully in an existing organization can be the first step to revitalizing or reshaping culture in a company looking for change. Before understanding organizational culture, it is important to differentiate between organizational culture and climate because most of us consider it same, very precisely we can differentiate between the two terms as organizational culture is expected behavior to be exhibited within organizational (obviously expected from employees) boundaries; while on the other hand, climate is what the employees expect from the environment in which they are working (Schein, 1984). It was difficult to define and standardize organizational culture because most of the determinants for defining a culture lie at the unconscious level of human beings, yet difficult to measure due to subjective nature. So in earlier researches, the researchers tried to classify organizational culture through stories, artifacts and norms that emerge from individual and organizational conduct (Lund, 2003). Organizations tend to develop a dominant orientation and value set or organizational culture over time as they adapt and respond to challenges and changes in the environment (Schein, 1996). Many researchers, then, tried to develop some standards or topology to define, understand and measure organizational culture, Cameron and Freeman (1991) developed an affective model based on several other researchers work.

Figure-1: Detailed Culture Type



Sources: Adapted from Cameron and Freeman (1991)

Cameron and Freeman (1991) developed this framework which may help an organization or individuals to understand what type of culture is being followed in the environment they are working in. Organizational culture dimensions are adopted from this model within this typology. The Clan Culture is an environment where employees feel comfortable during work and easily share with other coworkers without hesitation. They see and feel a pleasant and sociable environment in their organization and it just like a friendly environment. Whole organization looks like a family. The head and top members of the organization are treated as opinion leaders and followers. These types of organizations follow some factors and elements, which are necessary for creating a friendly environment. These factors/elements or characteristics are trustworthiness, customs and beliefs and cooperation within the organization. Organizations try to provide such an environment which is helpful in developing the employee's career, expertise, increase in their experience, building their confidence, enhancing coordination between them and the most important is building long term relationship with employees. Because in today's environment, it is very difficult for the organizations to hold their competent employees with them, so these factors can help the organizations to meet their goals effectively and efficiently. An organizational value in terms of achievement is depending on environment provided by the organization to their employees and workers. This type of organizational achievement depends on coordination and trustworthiness of the employees on the organization. Organizations, in turn, place a huge amount of their budget to achieve these characteristics.

Adhocracy Culture is a culture which is energetic, self-deployed and providing a place for the employees and management to come forward with ingenious work and develop the offerings according to the changing needs of the consumers. Whole organization tries to develop the offering in a different and new way and find out new and innovatory ideas for the offering. In this culture, the organizational pillars are developing new ideas with creativity and trying new experiences for developing the offering. It will help the employees in enhancing their knowledge, experience and ideas for the offering, so that they can make their offerings according

to consumers' needs and wants. In today's environment, there is a huge competition in the industry and everyone try to become the leader of the industry. In this scenario, organizations are always preparing themselves to adopt the change quickly for the survival and getting the top position in the industry. Organizational achievement is dependent on getting and developing new ideas and using these ideas to make the offerings unique in the eyes of consumers. The main theme for these types of organizations is to make their offering in such a way that can be easily differentiated by the consumers.

Market Culture is a culture where the organizational achievement is based on output. The whole environment of the organization and stakeholders are hardworking and top management looks very serious in producing the desired outcomes. They are always looking for the achievement and the whole organization worked for this collectively. The main purpose is to achieve the objectives of the organization efficiently and effectively and get the top of the position in terms of market share and market leader by providing distinctive offering. In this culture, organizations find out the ways to overcome the competition and getting the top place of the industry through achieving maximum share from the industry.

Hierarchy Culture consists of seven characteristics such as rules, specialization, meritocracy, hierarchy, separate ownership, impersonality, and accountability. These characteristics were deemed highly effective in the accomplishment of the purpose, and were adopted widely in organizations whose major challenge was to generate efficient, reliable, smooth flowing and predictable output.

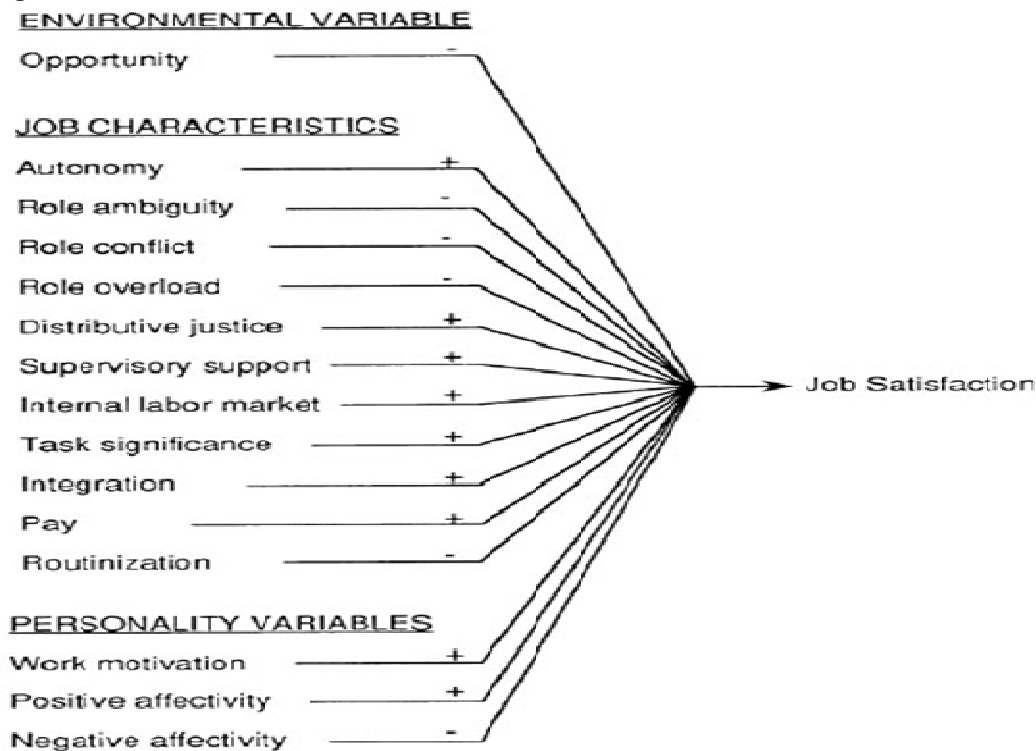
Clan Culture is used because of its similarity to a family-type organization. It seems more like extended families than economic entities. Instead of the rules and procedures of hierarchies or the competitive profit centers of markets, typical characteristics of clan-type firms were teamwork, employee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

Organizational culture is a culture which is well organized in terms of rules and regulations, procedures and methods and defines duties and working criteria. All the rules and procedures are established that what work has to be done by whom and who is responsible for work and who reports to whom. This means that everything is planned and documented already. Everything is written and coordinated in a way to make the organization efficient and make it able to meet the unpredictable conditions. The main theme that holds the organization is the documented rules and procedures, so that there is no any ambiguity in terms of responsibility and any other circumstances.

2.2 Job Satisfaction

According to Price and Mueller, the degree of employee job satisfaction can be influenced by a combination of three aspects: (1) the job (2) the environment and (3) personal variables (Agho et al., 1993). A model to analyze the employees' job satisfaction is the Price-Mueller Job Satisfaction Model. This model consists of nine concepts of job characteristics and can be used to explain and understand employee job satisfaction. After different critics about this model, Price and Mueller have formulated another model that specifies job satisfaction better. The new model includes the two other aspects, job and personal variables, which influence job satisfaction. The components include Autonomy, Role ambiguity, Distributive justice, Role conflict, Supervisory support, Role overload, Internal labor market, Routinization, Task significance, Integration, Pay.

Figure-2: Revised Model of Job Satisfaction



Sources: Revised causal model of job satisfaction (Agho, Price & Mueller, 1993)

The time span that an employee works at an organization also influences job satisfaction. Employees that are longer employed in an organization generally have a higher level of satisfaction. The reason is that they have more control over their job and probably more friends in the organization (Agho et al., 1993). In 1959, Herzberg described the two factor theory of job characteristics. This theory is a need-based theory. It means, if the job can fulfill a few individual' needs, it can be a source of satisfaction (Togia, Koustelios, and Tsigilism, 2004). Herzberg's two factor theory is a widely tested theory of determinants of job satisfaction (Kalleberg, 1977). It is also one of the most influential theories of satisfaction and motivation (Hackman and Oldham, 1976), because it describes the attempts to motivate employees. Herzberg found that there are two different sets of factors that can influence the employees' experience: hygiene (extrinsic to the job itself) factors and motivator (intrinsic to the job itself) factors (Parsons and Broadbridge, 2006). The hygiene factor concerns basic needs of an employee. It is related to the environment of where the job has to be done (Furnham, Forde, and Ferrair, 1999). Hygiene factors are (1) salary, (2) interpersonal relations, (3) supervision, (4) company policies and administrative practice, (5) physical working conditions, (6) benefits, (7) job security, and (8) personal life (Furnham et al., 1999). These factors cannot lead to job satisfaction, because there is a neutral state. That means that there is no extra satisfaction or dissatisfaction for the employees concerning their job satisfaction. When these factors are positive, it removes or eliminates the barriers of job dissatisfaction (Furnham, et al., 1999), thus it only prevents dissatisfaction (Lundberg, Gudmundson, Andersson, 2009). Motivating factors is related to growth needs. That means that it refers to intrinsic factors within work itself (Lundberg et al., 2009) and the consequences of work (Furnham et al., 1999). It says something about the feelings of satisfaction of the worker (Parsons et al., 2006). The motivating factors are (1) achievement, (2) recognition, (3) work itself, (4) responsibility, (5) advancement, and (6) personal growth (Furnham et al., 1999). These factors are also called satisfiers. According to the theory, the factors that can satisfy the needs of an individual for self-fulfillment in their work are the factors that can lead to job satisfaction. The reinforce aspirations of an employee can only be rewarded enjoyable through their individual task performance. Compared with the positive factors of hygiene, the positive factors of motivators result in job satisfaction. When one of the motivating factors is absent it does not mean that the employees are dissatisfied with their job (Furnham et al., 1999). In 1959, Herzberg investigated that the only way to increase the satisfaction of an employee is through the degree of work content and thereby enhance the motivation to work (Lundberg et al., 2009).

In 1975, Hackman and Oldham presented their 'job characteristics model'. It describes the characteristics of a job and the individual response to work. It illustrates the job characteristics model of work motivation, where the five core job dimensions (skill variety, task identity, task significance, autonomy, feedback) are shown. These dimensions lead to three critical psychological states. These critical states will result

in four personal and work outcomes. The core dimensions can lead to high satisfaction with the work (Hackman, Oldham, Janson and Purdy, 1975). When all the three are high, it will lead to high internal work motivation, job satisfaction and work quality. This result in absenteeism and the turnover will be low (Hackman, et al., 1975). His model components include Skill Variety, Task Identity, Task Significance, Autonomy, and Feedback.

Locke (1976) defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Job satisfaction is a general attitude that employees have towards their jobs and is directly tied to individual needs including challenging work, equitable rewards and a supportive work environment and colleagues. Schneider and Snyder (1975) on the other hand defined job satisfaction as a personal evaluation of conditions present in the job or outcomes that arise as a result of having a job. Kerego and Mthupha (1997) on the other hand viewed working conditions like clear staffing policy, clear channels of communication, staff participation in decision making, security and good governance as having adverse effects on job satisfaction. In a study by Amos and Weathington (2008), it was found that the perceived congruence of employee organizational values or culture by employees is positively associated with satisfaction with the job and organization as a whole and employee commitment to the organization. Thus an organization needs an innovative and group-oriented culture which promotes employee job satisfaction (Lee and Chang, 2008). Job satisfaction is one of the critical factor for an organization to improve retention and thus to achieve competitive advantage.

Past researches have shown supporting evidence about the relationship between organizational culture and job satisfaction (Schneider & Snyder, 1975; Kerego & Mthupha, 1997). Kerego & Mthupha (1997) views job satisfaction as the evaluation of the organizational context while organizational climate provides a description of the work context and defined job satisfaction as the feeling of employees about their job. Hutcheson (1996) on the other hand referred to it is the difference between the outcomes that a person actually receives and those that he expects to receive. Job satisfaction is thus related to job characteristics and people will evaluate their satisfaction level according to what they perceive as being important and meaningful to them. Schneider (1983) describes organizational culture as value systems and assumptions which guide the way the organization runs its business. Desatinic et al. (1986) define culture as the personality of the organization. According to Gutknect and Milller (1990), culture represents the organization's soul, purpose and foundation. Kerego and Muthupha (1997) describe that organization and people positively influence one another to achieve better results. He argues that employees in the organization are the role model and because of them organizations become more successful. Schneider et al. (1975) define job satisfaction as a personal evaluation of conditions present in the job or outcomes that arise as a result of having job. Further, they explain that job satisfaction has to do with individual's perceptions and evaluation of his job, and this perception is influenced by the person's unique circumstances like needs, values and expectations. Lock (1976) defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Kerego and Muthupha (1997) describe job satisfaction as feelings of employees about the environmental factors. According to Hebb (1949) and Morse (1953) changes in the organizational culture affects the job satisfaction of the employees and it also changes their behaviors and attitudes. Hellreiegal et al. (1974) report the existence of relationships between organizational culture, climate and job satisfaction. Wallach (1983) reveals that job performance and job satisfaction are related to organizational culture. Further, he observes that job satisfaction and culture of the organization are interdependent on each other. Zammuto and Krakower (1991) suggest that management of the organization with the positive culture can enhance the performance and satisfaction level of the workers. Kline and Boyd (1994) determine the relationship between organizational structure and job satisfaction. They observe that employees at different levels are influenced by diverse work aspects and different facets of work environment.

Kerego and Muthupha (1997) explain that working conditions and channels of communications highly affect the job satisfaction. Sempane et al. (2002) find that there is a close relationship between job satisfaction and organizational culture where job satisfaction is the result of organizational culture. In their study, however, some facets prove positive relations and others negative relations. They argue that this varied relation depends on employees that how differently they perceive cultural perspective. Huang and Chi (2004) opine that if the employees are satisfied with the culture of the organization it will motivate them to work hard and their obligations would be consistent which finally would raise organizational performance. Tang (2006) suggests that supportive culture of the organization raises the job satisfaction of the employees. According to Hoppock (1935), Navaie-Waliser (2004) and Rad (2006) job satisfaction of the employees is affected by the culture of the organization. Robbert and Reilly (1979), Kram (1985), Greenhaus (1990) and Goris (2006) find that various forms of the communication in the organization and the relationship between the employee and the employer have positive impact on the job satisfaction of the employees. McHugh et al. (1993) argue that bad and poor culture of the organization will lower the level of job satisfaction and lower productivity from the employees and finally all these factors contribute to decrease the efficiency and performance of the organization. Hansen et al. (1989) describe that the behavior of the employees towards their mode of thinking whatever they think

intentionally or unintentionally is strongly influenced by the culture of the organization. Jiang and Klein (2000) argue that supportive culture of the organization increases the satisfaction level of the employees and decreases the turnover ratios from the organization.

As stated by Schein (2005), culture is the most difficult organizational attribute to change, outlasting organizational products, services, founders and leadership and all other physical attributes of the organization. Corporate culture or organization culture can have a significant impact on a firm's or an organization's long term economic performance. Employee efficiency as a key factor for the success of organizations and it is influenced by several organizational factors. Conceptual models have suggested that there is relationship between organization culture and organization performance. Therefore, in the current research the focus was to study the linkage between organization culture and job satisfaction within this company.

3. Methodology

3.1 Population and Sampling

All employees of Banglalion Communication Ltd (BCL) are the population of the study. It had 412 employees in total when the study was conducted. The sampling frame, working population, were all employees of BCL in Khulna City. In Khulna, the company operates its services with 36 employees. The survey was conducted on all 36 employees of Banglalion Communication Ltd in Khulna City.

3.2 Data Collection Sources

Secondary data were collected from various books, articles and websites. Google Scholar, Emerald etc. were used to extract articles from different journals and e-books. Secondary data were used as literatures to develop conceptual framework to carry on the study. Primary data were collected by personal administered questionnaire survey. The respondents were approached in convenient time.

3.3 Research Instrument

A structured questionnaire was developed based on previous literatures. The questionnaire was divided into 3 segments- General Statements, Culture Statements and Job Satisfaction. The questionnaire contained 10 statements from Organizational Culture which covered Corporate Vision, Values, Practices, People, Narrative, Place and Culture Type. They fell into two variables. One is Components of Culture, another is Culture Type. Culture Type was extracted through Dominant set of organizational attribute, Leadership Style, Bonding Style, Strategic Emphasis to measure the favorability of Organizational Culture. The questionnaire also consisted of another 15 statements to measure job satisfaction that fell in 3 Variables. One is Environmental Variable Index, another is Job Characteristics Index and the other is Personality Variables Index. Environmental Variable Index covered External Opportunity; Job Characteristics Index dealt with Autonomy, Role Ambiguity, Role Conflict, Role Overload, Distributive Justice, Supervisory Support, Internal Labor Market, Task Significance, Integration, Pay, and Routinization; Personality Variables Index incorporated Work Motivation, Positive Affectivity, and Negative Affectivity. The respondents were asked to provide answers in the form of agreement or disagreement to express their attitude towards the culture of their organization. 5 point Likert Scaling was used as measurement scale. The response scale for each statement in the survey questionnaire ranges as 1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly agree. Pretest with 5 respondents was conducted before finalize the questionnaire.

3.4 Reliability and Validity Test

Cronbach's Alpha was used to test the reliability and inter-item consistency of the measurement set used in this study i.e. job satisfaction and organizational culture. According to Nunnally (1978), Cronbach's alpha with larger α values (greater than 0.70) indicates higher internal consistency in the measured dimension and hence greater reliability. Result indicates that the measurement set used in the study was reliable as Cronbach Alpha > 0.70.

Variables	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Organizational Culture	.837	.833	10
Job Satisfaction	.799	.792	15

The research employed Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy test and Bartlett's test of sphericity are used to check the adequacy of data to apply factor analysis and hypothesis testing. Results of KMO test imply that data were adequate enough to apply factor analysis. Here, Sampling Adequacy Score 0.642 was well above the recommended 0.5 level (Malhotra, 2004).

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.642
Bartlett's Test of Sphericity	Approx. Chi-Square	517.635
	Df	300
	Sig.	.000

3.5 Data Processing and Analysis

Data were analyzed with SPSS software 19.0. Multiple regression statistic was used to find out the relationship between independent and dependent variables. Mean and Standard Deviation on 10 items of Organizational Culture and 15 items on Job Satisfaction Index was calculated to find the average individual response items of each attribute or statements. Next through Transform to Compute Variables, 4 main variables were drawn. They are Components of Culture, Culture Type, Organizational Culture and Job Satisfaction. Summation of Average of Corporate Vision, Values, Practices, People, Narrative, Place has been divided by 6 to find the Components of Culture. Next, Summation of Average of Dominant set of organizational attribute, Leadership Style, Bonding Style, Strategic Emphasis has been divided by 4 to find Culture Type. Next, Summation of Average of Culture Type and Components of Culture has been divided by 2 to find Organizational Culture. Next, Summation of Average of Market Opportunity, Autonomy, Role Ambiguity, Role Conflict, Role Overload, Distributive Justice, Supervisory Support, Internal Labor Market, Task Significance, Integration, Pay, Routinization, Work Motivation, Positive Affectivity, Negative Affectivity has been divided by 15 to find Job Satisfaction. Now, value of 4 Key Variables resulted. Next, through Analyze to Correlate to Bivariate to Transfer Components of Culture and Job Satisfaction, Transfer Culture Type and Job Satisfaction, Transfer Organizational Culture and Job Satisfaction has been performed to test Correlation (Pearson) among the variables and the hypotheses developed. Next, through Analyze to Regression to Linear to Transfer Components of Culture in Independent Variable and Job Satisfaction in dependent variable, to Transfer Culture Type in Independent Variable and Job Satisfaction in dependent variable, to Transfer Organization Culture in Independent Variable and Job Satisfaction in dependent variable was carried out to find Regression Value of variables.

3.6 Hypothesis

Based on the Literature review, the following hypotheses were developed for statistical analysis.

- H₁:** Cultural Component has significant impact on Job Satisfaction
- H₂:** Culture Type has significant impact on Job satisfaction
- H₃:** Organizational Culture has significant impact on Job satisfaction

4. Analysis and Interpretation

4.1 Descriptive Statistics of Variables

The table below represents the values of organizational culture attributes and job satisfaction attributes. Among them, Prevailing set Dominant set of attribute, Leadership Style, Bonding Style, Strategic Emphasis from Organizational Culture reflect unfavorable opinion of employees about BCL. Moreover, Distributive Justice, Internal Labor Market, Pay from Job Satisfaction Index also show poor standard of employee attitude.

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Corporate Vision	36	1.00	5.00	3.1667	1.68184
Values	36	1.00	5.00	3.1667	1.44420
Practices	36	1.00	5.00	2.8889	1.28236
People	36	1.00	5.00	3.8333	1.10841
Narrative	36	1.00	5.00	3.0278	1.31987
Place	36	1.00	5.00	4.5556	.99841
Dominant set of attribute	36	1.00	4.00	2.5233	1.25071
Leadership Style	36	1.00	4.00	2.5833	1.20416
Bonding Style	36	1.00	4.00	2.5538	1.07902
Strategic Emphasis	36	1.00	4.00	2.7778	1.14919
Market Opportunity	36	2.00	5.00	4.7222	.70147
Autonomy	36	1.00	5.00	3.8056	1.26083
Role Ambiguity	36	1.00	5.00	3.3611	1.33423
Role Conflict	36	1.00	5.00	3.0833	1.31747
Role Overload	36	1.00	5.00	3.2500	1.29560
Distributive Justice	36	1.00	5.00	2.3333	1.33095
Supervisory Support	36	2.00	5.00	4.0556	1.11981
Internal Labor Market	36	1.00	5.00	2.3889	1.60851
Task Significance	36	2.00	5.00	3.4722	1.13354
Integration	36	1.00	5.00	4.0000	1.04198
Pay	36	1.00	5.00	2.7222	1.36510
Routinization	36	1.00	5.00	3.2500	1.50000
Work Motivation	36	1.00	5.00	3.6389	1.22247
Positive Affectivity	36	1.00	5.00	4.6111	.90326
Negative Affectivity	36	1.00	5.00	3.9722	1.44393
Valid N (list wise)	36				

4.2 H₁: Cultural Component has Significant Impact on Job Satisfaction

Correlations

		Job Satisfaction	Culture Components
Job Satisfaction	Pearson Correlation	1	.649**
	Sig. (2-tailed)		.000
	N	36	36
Culture Component's	Pearson Correlation	.649**	1
	Sig. (2-tailed)	.000	
	N	36	36

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

In the table above, value for the Pearson Correlation is 0.649 that indicates the relationship between two variables. Cultural Components and Job Satisfaction is strong and significant. Thus, the correlation is significant at 0.01 levels, this support the hypothesis that presence of components of culture is a predictor of Job Satisfaction.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.649 ^a	.421	.404	.49714

a. Predictors: (Constant), Culture Components

Value of R is the coefficients of relation between Cultural Components and Job Satisfaction. Here, R is 0.649 > 0.3, means there is a strong relationship between these two variables. Whereas value of R Square .421 which indicates 42.10% variance in dependent variable Job Satisfaction is caused by the independent variable Components of Culture.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.968	.321		6.128	.000
	Culture Components	.449	.090	.649	4.977	.000

a. Dependent Variable: Job Satisfaction

From the table above, we get the values to formulate the regression equation.

$$Job\ Satisfaction = 1.968 + (.449) Components\ of\ Culture$$

Therefore, H₁ is accepted. Thus, Presence of Components of Culture is a predictor of Job Satisfaction.

4.3 H₂: Culture Type has Significant Impact on Job Satisfaction

In the table above, value for the Pearson Correlation 0.408 indicates that the relationship between two variables

Correlations

		Job Satisfaction	Culture Type
Job Satisfaction	Pearson Correlation	1	.408*
	Sig. (2-tailed)		.014
	N	36	36
Culture Type	Pearson Correlation	.408*	1
	Sig. (2-tailed)	.014	
	N	36	36

*. Correlation is significant at the 0.05 level (2-tailed).

Culture Type and Job Satisfaction is somewhat weak but significant. The correlation is significant at level 0.05, this support the hypothesis Culture Type affect employee job satisfaction.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.408 ^a	.166	.142	.59684

a. Predictors: (Constant), Culture Type

Value of R is the coefficient of relation between job satisfaction and Culture Type. Here, R is 0.408 which is > 0.3, means that there is a weak relationship between these two variables. Whereas value of R Square is 0.166 which indicates that only 16.60% variance in dependent variable Job Satisfaction is caused by the independent variable Culture Type.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.607	.361		7.212	.000
	Culture Type	.344	.132	.408	2.603	.014

a. Dependent Variable: Job Satisfaction

From the table above, we get the values to formulate the regression equation.

$$Job\ Satisfaction = 2.607 + (0.344) Culture\ Type$$

Therefore, H₂ is accepted. Thus, Presence of Culture Type is a predictor of Job Satisfaction.

4.4 H₃: Organizational Culture has Significant Impact on Job Satisfaction

Correlations

		Job Satisfaction	Organizational Culture
Job Satisfaction	Pearson Correlation	1	.605**
	Sig. (2-tailed)		.000
	N	36	36
Organizational Culture	Pearson Correlation	.605**	1
	Sig. (2-tailed)	.000	
	N	36	36

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

In the above table, value for the Pearson Correlation 0.605 indicates that the relationship between Organizational Culture and Job Satisfaction is strong and significant. The correlation is significant at level 0.01. This support the hypothesis that Organizational Culture of this company really affects job satisfaction of employees.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.605 ^a	.366	.348	.52026

a. Predictors: (Constant), Organizational Culture

Value of R is the coefficient of relation between organizational culture and job satisfaction. Here, value of R is 0.605 > 0.3, which means that there is a strong relationship between these two variables. Whereas value of R Square is 0.366 which indicates that only 36.60% variance in dependent variable Job Satisfaction is caused by the independent variable Organizational Culture.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.002	.351		5.703	.000
	Organizational Culture	.484	.109	.605	4.434	.000

a. Dependent Variable: Job Satisfaction

From the table above, we get the values to formulate the regression equation.

$$Job\ Satisfaction = 2.002 + (0.484)\ Organizational\ Culture$$

Therefore, H₃ is accepted. Thus, the employees' job satisfaction is more or less affected by Organizational Culture.

5. Findings and Discussion

The study has found out that Cultural Components is a strong predictor of Job Satisfaction. Here, R is 0.649 > 0.3, R² is 42.1%, P is 0.000 < 0.05. So, there is a strong correlation between the variables. Employees have found and are familiar with Corporate Vision, Values, Practices, People, Narrative, and Place positively to this company what every quality organization should have. They find those elements indispensable for job satisfaction.

The study found out that Culture Type predicts Job Satisfaction. Here, R is 0.408 > 0.3, R² is 16.60 %, P is 0.014 < 0.05. So, there is a weak but significant correlation between the variables. Employees in this organization think prevailing culture type in this organization cannot produce reasonable job satisfaction.

However, overall employees response state that organizational culture greatly affects Job Satisfaction very much. Here, R is 0.605 > 0.3, R² is 36.60 %, P is 0.000 < 0.05. So there is a strong correlation between the variables. This is also true here like other big giant organizations. It found out there is a heavy impact of organizational culture on job satisfaction.

Value of Culture found in this company is 2.6. Its STDEV is 0.76412. It indicates that this organization holds largely Hierarchy Culture and Partly Adhocracy Culture. It indicates that in organizational performance rules, specialization, meritocracy, hierarchy, separate ownership, impersonality, and accountability play a much greater role. Teamwork, employee involvement programs and corporate commitment to employees contribute less here.

6. Conclusion and Implication

Analysis of this study supports to conclude that organizational culture really affects employee job satisfaction. This has placed a high value on Banglalion Communication Ltd. The research has found strong correlation between Organizational Culture and Job Satisfaction in this company. The effect of components of culture and culture type is positive and significant on job satisfaction of employees of Banglalion Communication Ltd. They should retain it on the passage of time. The company tends to focus less on creativity, entrepreneurship, flexibility, innovation and growth but more on Order, Rules, Regulation and Stability very largely.

The study reveals that organizational culture affect employee performance in jobs. All corporate bodies and public and private agencies should try to induce better organizational culture and its fabrics to encourage higher rate of employee morale and retention. In order to receive greater responses, authority should focus on mutually agreed upon and congenial environment. They should establish a close link and ask continuous feedback from employees about different issues of business.

References

- Agho, A.O., Mueller, C.W., Price, J. (1993). Determinants of Employee Job Satisfaction: An Empirical Test of a Causal Model. *Human Relations*, 46(8).
- Amos, E.A. and Weathington, B.L. (2008). An analysis of the relation between employee organization value congruence and Employee Attitudes. *The journal of psychology*, 142(6), 615-631.
- Coleman, J (2013). Six Components of a Great Corporate Culture. *Harvard Business Review*. <http://blogs.hbr.org/2013/05/six-components-of-culture/>, Accessed June 07, 2014.
- Cameron, K., & Freeman, S. (1991). Cultural congruence, strength and type: Relationships to effectiveness. *Research in Organizational Change and Development*, 5, 23-58.
- Chang, S. and Lee, M. S. (2007). A study on the relationship among leadership, organizational culture, the operation of learning organization and employees' job satisfaction. *Learning Organization*, 14(02), 155-185.
- Desatinic, R.L. (1986). Management climate survey: a way to uncover an organization's culture. *Personel*, 49-54.
- Furnham, A., Forde, L., Ferrair, K. (1999). Personality and work motivation. *Personality and Individual Differences*, 26, 035-1043.
- Gutknect, Miller, D.B. and Miller, J.R. (1990). *The organizational and human sourcebook*. New York: Press of Amirca.
- Greenhaus, J.H., Parasuraman, S. and Wormely, W.M. (1990). Race effects of organizational experience, job performance evaluation, and career outcome. *Academy of Management journal*, 33(1), 64-96.
- Goris. J. R. (2006). Effect of satisfaction with communication on the relationship between individual job satisfaction congruence and job performance satisfaction. *Journal of Management Development*, 33(1), 64-96.
- Hellriegel, D. and Slocum, (Jr.) J.W. (1974). Organizational climate: Measures, research and contingencies, *Academy of Management Journal*, 17(2), 255-280.
- Hutcheson, S., (1996). The development of a measure of organizational climate. Unpublished Masters Thesis, University of Witwatersrand, Johannesburg.
- Hofstede, G. (1998). Identifying organizational subcultures: An empirical approach. *Journal of Management Studies*, 35(1).
- Hofstede, G., Neuijen, B., Ohayv, D.D., Sanders, G. (1990). Measuring organizational cultures: a qualitative and quantitative study across twenty cases. *Administrative Science Quarterly*, 35, 286-316.
- Hackman, J.R., and Oldham, G.R., Janson and Purdy, 1975 (1975). A new strategy for job enrichment. *California Management Review*, 17(4), 57-71.
- Hutcheson, G. and Sofroniou, N. (1999). *The multivariate social scientist*. London: Sage.
- Hebb, D.O. (1949). *The organization of behavior*. New York: John Wiley and Sons.
- Hellreiegal, D. and Slocum J.R. (1974). Organizational climate measures research, contingencies. *Academy of Management Journal*, 17(2), 255-280.
- Huang, Y.S. and Chi, T.C. (2004). Internal marketing, organizational culture, job satisfaction, and operational performance: A study on international- class tourist hotels in Taiwan. *Journal of Management and System*, 11(4), 485-507.
- Hoppock, R. (1935). *Job satisfaction*. Harper and row, New York NY.
- Hansen, G. Wernerefelt, B. (1989). Determinants from performance the relative impact of economic and organizational factors. *Strategic Management Journal*, 10(3), 399-411.
- Jiang. J. J and Klein, G. (2000). Supervisor support and career anchor impact on career satisfaction of the entry level information system. *Journal of Management Information System*, 16 (3), 219-240.
- Kerego, K. and Mthupha, D.M. (1997). Job satisfaction as perceived by agricultural extension workers in Swaziland, *South African Journal of Agricultural Extension*, 23(2), 19-24.

- Kalleberg, A.L. (1977). Work values and job rewards: A theory of job satisfaction. *American Sociological Review*, 42, 124-143.
- Kline, T.J.B and Boyd, J.E. (1994). Organizational structure, context and climate: Their relationship to job satisfaction at three managerial levels. *Journal of General Psychology*, 118(4), 305-316.
- Kram, K.E. (1985). *Mentoring at work development relationships in organizational life*. Glenview, Il. Scott, Foresman and Company.
- Lok, P. and Crawford, J. (2004). Antecedents of organizational commitment and the mediating role of job satisfaction. *Journal of Managerial Psychology*, 16, (8), 594-613.
- Lund, D.B. (2003), Organizational culture and job satisfaction. *Journal of Business & Industrial Marketing*, 18, 219-236.
- Lundberg, C., Gudmundson, A., Andersson, T.D. (2009). Herzberg's Two Factor Theory of work motivation tested empirically on seasonal workers in hospitality and tourism. *Tourism Management*, 30, 890-899.
- Locke, E. (1976). *The nature and causes of job satisfaction*. (M. Dunnette, Ed.) Chicago: rand McNally.
- Malhotra, N.K. (2004). *Marketing Research: An Applied Orientation*, Pearson Education Inc, Upper Saddle River, New Jersey.
- McHugh, M. (1993). Stress at work: Do managers really count the costs? *Employee Relations*, 15(1), 18-32.
- Morse, N. C. (1953). *Satisfaction in the white-collar job*. Ann Arbor, MI: University of Michigan Survey Research Center.
- Navaie-Waliser, M., Lincoln, P., Karutri, M. and Resich, K. (2004). Increasing job satisfaction, quality care, and coordination in home health. *Journal of Nursing Administration*, 34(2), 88-92.
- Nunally, J.C. (1978). *Psychometric Theory*. 2nd Edition, McGraw Hill, New York, NY.
- Parsons, E., and Broadbridge, A. (2006). Job motivation and satisfaction: Unpacking the key factors for charity shop managers. *Journal of Retailing and Consumer Services*, 13, 121-131.
- Reile, Kerego K. and Muthupha, D.M. (1997). Job satisfaction as perceived by agricultural extension in Swaziland. *South African Journal of Agricultural Extension*, 23(2), 19-24.
- Rad, A., Mohammad. M., Mohammadian, Y. and Hossein (2006). A study on the relationship between managers leadership style and employees job satisfaction. Emerald Group Publishing Limited, 19(2).
- Robbert, K.H., and Reilly, C. A. (1979). Some correlations of communication roles in organizations. *Academy of Management Journal*, 22(1), 42-57.
- Sempane, M.E., Rieger, H.S. and Roodt, G. (2002). Job Satisfaction in Relation to Organizational culture. *Journal of Industrial Psychology*, 28(2), 23-30.
- Schein, E. H. (1984). Coming to a new awareness of organizational culture. *Sloans Management Review* (Winter), 3-16.
- Schein, E. (1996). Culture: The issuing concept in organizational studies. *Administrative Science Quarterly*, 41, 229-240.
- Sims, R.R. (2000). Changing an organization's culture under new leadership. *Journal of Business Ethics*, 25(1).
- Schneider, B., & Synder, R. (1975). Some relationships between job satisfaction and organizational climate. *Journal of Applied Psychology*, 60(3), 318-328.
- Schneider, B. and Reicher, A. E. (1983). On the ecology of climates. *Personnel Psychology*, 36: 19-37.
- Sempane M., Rieger, H.S., Roodt, G. (2003). Job satisfaction in relation to organizational culture. *SA Journal of Industrial Psychology*, 28(2), 23-30.
- Togia, A., Koustelios, A., and Tsigilism, N. (2004). Job satisfaction among Greek academic librarians. *Library & Information Science Research*. 26, 273-383
- Tang, Y.T. (2006). Transformational leadership, job motivation, and employees' innovational behavior. *Journal of Human Resource Management*, 6(4), 47-66.
- Wikipedia.(n.d.). Organizational Culture. http://en.wikipedia.org/wiki/Organizational_culture Accessed on June 10, 2014.
- Wallach, E.J. (1983). Individual and organization: The culture match. *Training and Development Journal*, 37(2), 29-36.
- Zammuto, R.F. Krakower, J.Y. (1991). Quantitative and qualitative studies of organizational culture. *Research in Organizational Change and Development*, 5, 83-114.

Appendix

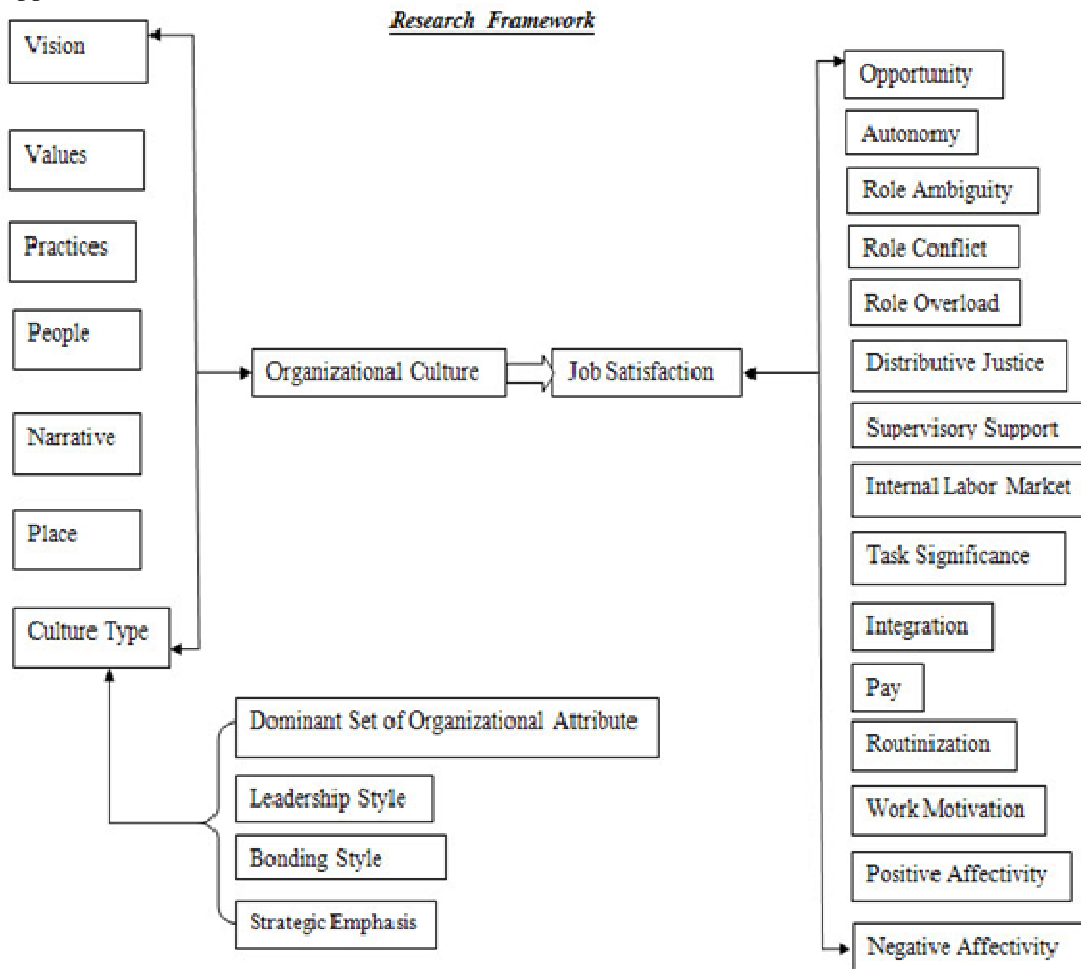


Figure-3: Conceptual Framework

Author Profile



Maruf Ahamed is an Independent Researcher and a former Customer Service Executive, Banglalion Communication Limited, Khulna, Bangladesh. Very recently he has shifted to a new job, being posted as District Manager in Singer Bangladesh Ltd. He received his MBA, Major in Marketing from Khulna University and Diploma in Computer Science & Engineering from Bangladesh Computer and Technical Institute, Khulna under Bangladesh Technical Education Board. He has several publications in international journals. His area of interests is Marketing, Management, Human Resource Management and International Business. He likes to think and make people think and know something still undiscovered.



Author Profile

Rezwan Mahmood is an Independent Researcher and a Banking Professional of Eastern Bank Limited, Bangladesh. He received MBA degree (major in Marketing) from Khulna University and PGD in Human Resources Management from Bangladesh Institute of Management under Ministry of Industries, Bangladesh. He has several publications in international journals. His area of interests is Marketing, Management and Human Resources especially in the service industry.

The IISTE is a pioneer in the Open-Access hosting service and academic event management. The aim of the firm is Accelerating Global Knowledge Sharing.

More information about the firm can be found on the homepage:

<http://www.iiste.org>

CALL FOR JOURNAL PAPERS

There are more than 30 peer-reviewed academic journals hosted under the hosting platform.

Prospective authors of journals can find the submission instruction on the following page: <http://www.iiste.org/journals/> All the journals articles are available online to the readers all over the world without financial, legal, or technical barriers other than those inseparable from gaining access to the internet itself. Paper version of the journals is also available upon request of readers and authors.

MORE RESOURCES

Book publication information: <http://www.iiste.org/book/>

Academic conference: <http://www.iiste.org/conference/upcoming-conferences-call-for-paper/>

IISTE Knowledge Sharing Partners

EBSCO, Index Copernicus, Ulrich's Periodicals Directory, JournalTOCS, PKP Open Archives Harvester, Bielefeld Academic Search Engine, Elektronische Zeitschriftenbibliothek EZB, Open J-Gate, OCLC WorldCat, Universe Digital Library , NewJour, Google Scholar

