

# IMPACT OF ORGANIZATIONAL CULTURE ON JOB SATISFACTION IN UNIVERSITY TEACHERS A CASE OF UTTARAKHAND

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## ABSTRACT

*The paper deals with the Impact of Organizational Culture on Job Satisfaction in University teachers. A sincere effort has been done to analyze the factors that contribute to job satisfaction and work performance of employees (academic staff) in university education. A case study has been carried out for selected five universities of Uttarakhand State. The universities chosen for the study included:*

*(A) GB Pant University (Govt.), (B) Uttarakhand Technical University(State Technical), (C) Kumaun University (State University), (D) HNB Garhwal University (Central University), (E) DSVV University (Private). Herzberg's Two-Factor Theory is the basic framework for this study. The study found a significant association between organizational culture and job satisfaction. Thus, it implies that specific factors exist within the organizational culture that affects the comfort of employees on the job. Therefore, the elements identified needs to be studied carefully to understand that how they affect the performance and satisfaction of employees. It helps the organization to take appropriate action to minimize their adverse effects. Respondents reported more or less same set of responses in respect of their perception on what their universities are doing to promote their professional career development. They are of the view that their universities are not doing enough to encourage career development Within the range of observations in this study, it has been found that level of satisfaction increases as academicians are more significant in support and direction.*

*Organizational culture factors which can cause satisfaction among academicians is identified in the present study. The factors include clear lines of communication, realistic salary package, and the promotional opportunities. Clarity in the lines of communication will help all to follow the rules and regulations facilitating them in achieving the goals and objectives of the university as well as the mission statement. Moreover, the exact performance expected from the employee will be outlined and communicated to all.*

**Keywords:** *Organization culture, Job satisfaction, Job strategy and Security*

## 1. Introduction

It is intent to find out whether organizational culture can lead to job satisfaction or job dissatisfaction and to show how managers can create an environment that is conducive in promoting job satisfaction and motivation of employees at par with the achievement with the vision and mission of the company. The researcher has taken a sincere effort to analyze the factors that contribute to job satisfaction and work performance of employees (academic staff) in university education. Job satisfaction is a crucial factor in productivity [1]. Though, [2] job satisfaction is not the only factor that causes people to produce at different rates. Importance of job satisfaction in an organization, studied under various researches is especially in efficiency, productivity, employee relations, absenteeism and turnover[3];[4]and [5].

To satisfy the needs of employees, many managers make use of incentive programs, despite the fact that research has consistently confirmed that no amount of money will translate into sustainable levels of job satisfaction or motivation [6]. [7] in his work identified a vast range of factors combined to affect individual's level of job satisfaction. These include supervision or leadership (concern for people, task, participation), job design (scope,

depth, interest, perceived value), working conditions, social relationships, observed long-range o However, it is not easy to determine if employees experience job satisfaction. [8] suggested that the main problem might be that employees within organizations do not discuss the level of their job satisfaction, nor do they admit that their jobs might not be satisfying. Hence, managers also find it difficult to determine whether job satisfaction is experienced in the workplace or not. [8] further contended that some employees might not even notice that they have a job satisfaction problem.

The present study forms the theoretical framework of Herzberg's two-factor theory. Hence, it is necessary to stipulate that this theory does not see satisfaction and dissatisfaction as the direct opposite of each other. Opportunities, perceived opportunities elsewhere, levels of aspiration, and need achievement.

Herzberg's Two-Factor Theory is the basic framework for this study. Herzberg's two-factor theory is concerned with factors that are responsible for job satisfaction and job dissatisfaction. His two-factor theory is derived from Abraham Maslow's theory of the hierarchy of needs. He conducted a widely reported motivational study following Maslow's model using 203 Accountants and Engineers employed by firms in and around Pittsburgh, Pennsylvania, the USA which he tagged — what do people want from their jobs? [9] argued that an individual's relation to his work is a basic one and that his attitude to his work can determine his success or failure. Employees were asked to relate times when they felt exceptionally good or exceptionally bad with their present job or any previous job. Responses to the interviews were consistent and revealed that there were two different sets of factors affecting motivation and work. This led to the two-factor theory of motivation and job satisfaction. He categorized the responses and reported that people who felt right about their jobs were significantly different from those who felt bad. Characteristics that tend to relate to job satisfaction are the achievement, recognition, the work itself, advancement, responsibility, and growth; while others that typically refer to job dissatisfactions are supervision, company policy, and administration, working conditions and interpersonal relations [10].

Herzberg believed that two separate dimensions contribute to an employee's behavior in the workplace. One aspect is hygiene factors that involve presence or absence of job dissatisfaction. These factors are related to job contents. The elements are also known as maintenance factors. They serve to prevent dissatisfaction. These factors include salary/pay, interpersonal relations with supervisors, peer, and subordinates, working conditions, company policies and administration, status, security, personal life, and supervision. If these factors are behaviors, work is dissatisfying. When there are good hygiene factors, dissatisfaction is removed. Good hygiene factors simply remove them but do not cause people to become highly satisfied and motivated in their work. These are needed to avoid unhappiness at the workplace and deny unfair treatment.

## 2. Objectives of the Study:

### The objectives of the study:

1. To find out the significant relationship that exists between organizational culture and job satisfaction among academicians in universities of Uttarakhand State;
2. To identify factors that determine job satisfaction of academicians and their impact on academic excellence;
3. To determine whether faculty leaving the university job was dissatisfied with the workload, performance appraisal or inadequate salary package ;
4. To identify interactional organizational culture variables that can cause job satisfaction and job dissatisfaction in universities of Uttarakhand State; and
5. To determine the factors of difference in the way academicians perceive their Organisational culture in universities situated in Uttarakhand State.

## 3. Research Methodology

The research method used in study is focused on Survey method for data collection and analysis through the questionnaire to collect the data needed to analyze the problems of this study. Majority of the questions are from a job satisfaction questionnaire developed by [11] but with little modifications to suit the research problem in hand. A pilot study was conducted on the questionnaire to establish the adequacy and reliability of the instrument about its wordings, contents, question sequencing, etc. Respondents were requested to respond to the questions in the structured questionnaire, which was self-administered. According to [12] questionnaire is a method of gathering self-report information from respondents through the administration of questions in a pencil and paper format. [13] submitted that questionnaire facilitates the gathering of data from a widely scattered sample.

The researcher utilized a structured questionnaire for both the senior and junior academicians of the universities of Uttarakhand State. The survey was personally sent to all respondents by the researcher in the sampled universities. This was to ensure and enhance the uniformity of responses bearing in mind the degree of variations in perception of what the organizational culture may be referred to by the academician.

The research consists of two basic construct, namely, organizational culture and job satisfaction:

$$Y = f(X),$$

Where  $Y =$  Job Satisfaction.

$X =$  Organizational Culture

It implies job satisfaction is a function of organizational culture. Evidence from literature, the work of [14] described organization culture as an employee's perception of the work environment and culture, which embodies factors such as the structure of the organization, responsibility line, reward system, risk management, warranty, supports, standards, conflicts, and identity in the organization.

In a similar vein, job satisfaction emphasized work itself, payment mechanism, promotional opportunities, supervision, and co-workers. In this study, the researcher has used the work of these scholars along with others as a platform for the selection of both dependent (Y) and independent (X) variables.

Hence job satisfaction is designed as 'x' constructs, while organizational culture as 'y'

However, Job satisfaction is measured by indicators and variables as under:

$$X = x_1, x_2, x_3, x_4, x_5, x_6, \dots, y_{x7}, \dots, Y_n. (\text{Indicators})$$

Where  $x_1 =$  Appropriate administrative style.

$x_2 =$  Support from superiors/ supervisors.

$x_3 =$  Workload of staff.

$x_4 =$  Feedback about performance.

$x_5 =$  Co-workers and Clear lines of communication.

$x_6 =$  Payment and Salary package.

$x_7 =$  Promotional opportunities.

Furthermore, organizational culture is measured by indicators and variables given as follows:

$$Y = y_1, y_2, y_3, y_4, y_5, \dots, n.$$

Where  $y_1 =$  Structure of Organization.

$y_2 =$  Participatory decision-making process.

$y_3 =$  Challenging jobs.

$y_4 =$  Boredom and frustration.

$y_5 =$  Fringe benefits.

$y_6 =$  Personnel policies.

$y_7 =$  Working conditions.

$y_8 =$  Suitable career ladder.

$y_9 =$  Risk and Warranty.

The various indicators of satisfaction parameter in the workplace and organizational culture from a job culture model as shown below.

#### Model Specification consists of:

**Element 1:** Explained the relationship of two primary constructs of the study-organizational culture and level of job satisfaction which subsequently define hypothesis One in the component.

**Element 2:** To determine the relationship between the variables of job satisfaction - the impact of co-workers and line of communication, payment/salary package, promotional opportunities, and the variables of the organizational culture of selected universities.

**Element 3:** To examine the level of association between the organizational culture and job satisfaction - variables of the workload of staff, feedback process and support from superiors and supervisors.

**Element 4:** To explain how interactional organizational variables (participation in decision - making and identity in the organization, boredom and frustration, personnel policies and working condition) impact negatively on job satisfaction and work outcome in sample study.

**Element 5:** To represent a comparative analysis of both junior and senior respondents on their experience within the specific organization from which sample was chosen.

### Hypothesis Testing

**Objective 1:** To find out the relationship between organizational culture and job satisfaction among academician in Uttarakhand State Universities.

**Research Question 1:** What is the significant relationship between organizational culture and job satisfaction among academician in Uttarakhand State Universities?

**Hypothesis 1:** There would be no statistically significant relationship between organizational culture and job satisfaction among academician in Uttarakhand State Universities.

Since correlation co-efficient measures degree to which two things vary together, the present study correlated two variables: Organizational Culture and Job Satisfaction in testing Hypothesis 1.

**Table 1: Mean Scores (X) and Standard Deviation (SD) of Subjects in Measures of Organizational Culture and Job Satisfaction Variables**

Measures	X (N=293)	STANDARD DEVIATION
<b>JOB SATISFACTION</b>		
Mgt & Leader	3.1233	.52463
Decision Making	3.0958	.56595
Challenge Job	4.0305	.58745
Boredom	2.7321	.84545
Fringe Benefit	2.2123	.71612
Personnel Policy	3.0915	.87342
Work Condition	3.2106	.72491
Career	3.3899	.79200
<b>ORGANISATIONAL CULTURE VARIABLES</b>		
Administrative style	3.0420	.59812
Supervisor support	2.9061	.76827
Work load	3.3578	.75359
Feedback	3.4278	.96268
Communication	3.5097	.74916
Salary Package	3.0478	.72293
Promotional Opportunities	2.5307	.83630
Age	2.4232	.86706
Present Experience	3.2594	1.87109
General Experience	8.3208	6.41377
Rank	4.4710	1.79326

The results in table 1 above showed that subjects had the highest means score in organizational culture variables such as experience in the university, followed by rank in the university, line of communication and feedback about performance. They had the least mean scores in job satisfaction variables such as fringe benefits, boredom and frustration and personnel policy.

However, the mean scores in 19 variables were obtained for academician in five selected universities, gender and rank groups to ascertain normative scores for measuring instruments.

**Table 2: Correlation Analysis of Organisational Culture and Job Satisfaction**

		Organization Culture	Job Satisfaction
Organization Culture	Pearson Correlation	1	0.671(**)
	Sig. (2-tailed)		.000
	Sum of Squares and Cross-products	40.268	35.118
	Covariance	0.138	0.120
	N	293	293
Job Satisfaction	Pearson Correlation	0.671(**)	1
	Sig. (2-tailed)	.000	
	Sum of Squares and Cross-products	35.118	68.098
	Covariance	0.120	0.233
	N	293	293

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

The findings show a significant positive relationship between these two variables-organizational culture and job satisfaction and Pearson Correlation using 2-tail test at  $r = 0.671$ , 0.01 significant level and 292 degree of freedom. The sum of squares and cross products for organizational culture is 40.268 and 35.118 for job satisfaction while co-variances for the two variables are 0.138 and 0.120 respectively for organizational culture at 292 degree of freedom.

However, for job satisfaction the sum of squares and cross products for organizational culture shows 35.118 and 68.098 for job satisfaction. Co-variances for these two are 0.120 and 0.233 respectively at 293 degree of freedom. Therefore, the alternate hypothesis stands accepted which states that there would be positive significant relationship between organizational culture and job satisfaction. This rejects the null hypothesis mentioning that there would be no positive significant relationship between the organizational culture and job satisfaction.

**Objective 2:** To identify factors that determines job satisfaction of academician and their consequential effects on academic excellence.

**Research Question 2:** What are the factors that determine job satisfaction of academician and their impact on academic excellence?

**Hypothesis 2:** Factors like clear lines of communication, realistic salary package, and promotional opportunities would not significantly contribute to job satisfaction.

**Table 3: Determinants of Job Satisfaction: Regression Estimate (Dependent Variable: Job Satisfaction)**

Variables	B-Coefficients	t-values	Sig
COMMUNICATION	0.253*	13.122	0.000
SALARY PACK	0.172*	10.401	0.000
PROMOOPP	0.266*	14.015	0.000
(Constant)	0.994	15.621	
R <sup>2</sup>	0.825		
Adjusted R <sup>2</sup>	0.823		
F	453.524		
Std Error of the estimate	0.20318		
Sig of F	0.000		

\* Significant at 1% lever or beta

Dependent Variable: JOBSATIS.

The F statistic which tests the overall significance of the model has the value of 453.524 with 3,289 degrees of freedom. The significance of F is 0.000 and as such the null hypothesis can be rejected at 1% level of significance. Job satisfaction is therefore influenced by those variables i.e. clear lines of communication, realistic salary package and promotional opportunities and the f value standing at 453.524.

The corresponding t - statistic for each of these factors include; 13.122 for clear lines of communication, 10.401 for realistic salary package, and 14.015 for promotional opportunities; which has a significant level of 0.000. Thus, the finding supported the fact that factors like clear lines of communication, realistic salary package and promotional opportunities contribute to job satisfaction.

The R-squared ( $R^2$ ) for the regression is 0.825 and the R-square adjusted for degrees of freedom ( $R_a^2$ ) for the regression is 0.823. The root mean square error is .20318. It may therefore be noted that the root mean square error is the square root of the mean square error reported for the residual (in ANOVA table).

Statistics presented in Table 3 under R square is called coefficient of determination and referred to as  $R^2$ . In this study, 82.5% of the variability in job satisfaction can be explained by factors like clear lines of communication, realistic salary package and promotional opportunities. The remaining 17.5% of variability is due to other unexplained factors. Thus, null hypothesis is rejected and alternate hypothesis is accepted. This shows that factors like clear lines of communication, realistic salary package and promotional opportunities significantly contribute to job satisfaction (82.5%).

**Table 4: Descriptive Statistics of Job Satisfaction, Clear Lines of Communication, Salary Pack and Promotional Opportunity**

	Mean	Std. Deviation	N
JOBSATIS	3.1094	.48292	293
COMMUNICATN	3.6503	.78651	293
SALARYPACK	2.7651	.76989	293
PROMOOPP	2.6964	.82083	293

The mean values of job satisfaction, communication, salary package and promotional opportunities are 3.1094, 3.6503, 2.7651 and 2.6964 respectively. Since five (5) points Likert Scale is used and all the mean values are more than 2.5, it implies that respondents agree that job satisfaction is influenced by factors like clear lines of communication, realistic salary package and promotion opportunities.

**Objective 3:** To determine whether faculty leaving a university is based on not being satisfied with the workload, feedback about performance and support from superiors.

**Research Question 3:** Do faculty leave a university based on dissatisfaction due to workload, feedback process and support from the superiors, which adversely affect University functioning?

**Hypothesis 3:** Faculty leaving a University due to dissatisfaction cannot be significantly described in terms of work load, feedback about performance and support from superiors.

**Table 5: Determinants of Faculty Leaving a University Based on Their Dissatisfaction. Regression Estimate (Dependent Variable: Job Satisfaction)**

Variables	B-Coefficients	t-values	Sig
SUPERVSUP	0.257*	17.059	0.000
WORKLOAD	0.179*	10.106	0.000
FEEDBACK	0.218*	12.884	0.000
(Constant)	1.098	14.682	
R <sup>2</sup>	0.798		
Adjusted R <sup>2</sup>	0.796		
F	378.886		
Std Error of the estimate	0.21826		
Sig of F	0.000		

\*Significant at 1% level or beta

Predictors: (Constant), FEEDBACK, WORKLOAD, SUPERVSUP  
Dependent variable: JOBSATIS

The F statistic tests the overall significance of the model. The F value of 378.886 with 3,288 degrees of freedom is significant at 0.000, meaning smaller than 0.0005 (i.e. <0.05). Since it is less than 0.05, it means it is significant. Thus, job dissatisfaction can be significantly influenced by work overload, lack of feedback about performance and lack of support from superiors that could result in academician' leaving the university (sum of squares 54.146, degree of significance 3,288).

The corresponding t - statistic for each of these factors include 17.059 for lack of support from superiors, 10.106 for work overload and 12.884 for lack of feedback about performance; all of which have a significance of 0.000. Therefore, the result supported the alternate hypothesis that job dissatisfaction can be significantly explained by work overload, lack of feedback about performance and lack of support from superiors that tend to induce the exit of academician from the university.

In Table 5, R square is coefficient of determination and referred to as R<sup>2</sup>. Here, 79.8% of the variability in job satisfaction can be explained by the factors like work load, feedback about performance and support from superiors. The remaining 20.2% of variability is due to other unexplained factors. Thus, this supports the rejection of the null hypothesis but support the acceptance of alternate hypothesis, that faculty leave University due to dissatisfaction arising out of heavy work load, lack of feedback about their performance and also the lack of support from the superiors.

**Objective 4:** To identify organizational culture variables that can cause job satisfaction and job dissatisfaction of academician.

**Research Question 4:** Does organizational culture include boredom and frustration, personnel policies, working conditions and participation in decision making?

**Hypothesis 4:** Organizational culture consists of participation in decision making processes, boredom and frustration, personnel policies and working conditions which would not significantly encourage job satisfaction among academic staff in Universities.

**Table 6: Descriptive Statistics of Organisational Culture, Boredom, Personnel Policy and Decision Making**

Heads	Mean	Std. Deviation	N
(1)	(2)	(3)	(4)
ORGANCULTURE	3.0507	.37135	293
BOREDOM	2.7321	.84545	293
PERSPOLICY	3.2510	.78098	293
WORKCOND	3.0667	.81984	293
DECISION MAKING PROCESSES	3.0958	.56595	293

The mean values of organizational culture, boredom and frustration, personnel policy, working condition and decision making processes shown in Table 4.27 are 3.0507, 2.7321, 3.2510, 3.0667 and 3.0958 respectively. Since five (5) point Likert Scale was used and since in case of all the mean values, each one is more than 2.5 (half of 5), it means that respondents strongly agree that organizational culture include boredom and frustration, personnel policies, working conditions and participation in decision making processes.





**Table 7: The Correlation Matrix of All Measures**

**Correlations**

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	
1.mgtl	1																			
2.deci	-.114	1																		
3.chal	.017	.188**	1																	
4.bore	-.055	-.016	.213**	1																
5.fring	-.147*	.383**	-.052	-.007	1															
6.pers	-.255**	.425**	-.079	-.115*	.481**	1														
7.work	-.304**	.427**	-.024	-.218**	.469**	.763**	1													
8.carer	-.348**	.331**	-.104	-.101	.336**	.498**	.636**	1												
9.adm	.055	.142*	.068	-.132*	-.070	.003	.114	.097	1											
10.sup	-.179**	.452**	-.003	-.211**	.440**	.514**	.531**	.517**	.101	1										
11.wlo	-.223**	.314**	-.006	-.190**	.364**	.575**	.622**	.426**	.022	.523**	1									
12.fba	-.273**	.271**	-.023	-.240**	.228**	.549**	.667**	.510**	.151**	.397**	.686**	1								
13.co	-.194**	.334**	-.027	-.198**	.376**	.535**	.672**	.616**	.124*	.499**	.504**	.627**	1							
14.sal	-.066	.392**	.215**	-.003	.230**	.295**	.281**	.197**	.174**	.321**	.148*	.173**	.295**	1						
15.pro	-.314**	.463**	-.064	-.103	.408**	.640**	.658**	.614**	.169**	.512**	.533**	.612**	.609**	.377**	1					
16.age	-.185**	-.017	-.087	.062	-.004	.098	.148*	.133*	.055	.128*	.103	.180**	.132*	-.129*	.219**	1				
17.pre	-.257**	.125*	-.019	-.104	.040	.051	.059	.157**	.020	.091	.095	.031	.080	.008	.109	.181**	1			
18.gen	-.212**	.322**	-.034	-.218**	.152**	.336**	.338**	.316**	.027	.418**	.290**	.285**	.294**	.160**	.422**	.416**	.304**	1		
19.ran	.247**	-.316**	.070	.225**	-.180**	-.370**	-.372**	-.338**	.002	-.412**	-.298**	-.356**	-.334**	-.169**	-.485**	-.554**	-.335**	-.856**	1	

\*. Correlation is significant at the 0.05 level (2-tailed). \*\*. Correlation is significant at the 0.01 level (2-tailed).

A correlation analysis was conducted on all variables in order to check for multi-collinearity and find the level of relationship between variables. Multi-collinearity is shown when inter-correlation between explanatory variables exceeds 0.8. Our interpretation of the relationships between the variables follows [15] guidelines. The [15] classification of correlation coefficient (r) is as follows:

0.00 to 0.02 – weak and low

0.02 to 0.04 – moderate

0.04 to 0.07 — strong and high

0.07 to 0.09 – very strong and very high

Organizational culture and job satisfaction variables were subjected to correlational analysis to determine relationships that exist if any among the variables (Table 4.28). Academician believe that (a) challenging job is positively related with rank in the university ( $r = 0.90$ ); (b) personal policy is positively related to age ( $r=0.098$ ); (c) workload is positively related to years of experience in the current university ( $r=0.095$ ); and (d) line of communication is positively related to years of experience in the current university ( $r=0.080$ ).

This shows that job satisfaction variables i.e. personnel policy, work conditions, and challenging jobs are positively related to organizational culture variables i.e. line of communication, supervisor support etc. This means that job satisfaction is positively related to organizational culture. The degree of the relationships was determined with the hypotheses testing.

**Table 8: Organizational Culture Variables: Regression Estimate.(Dependent Variable: Organizational Culture)**

Variables	B-Coefficients	t-values	Sig
BOREDOM	0.152*	15.001	0.000
PERS POLICY	0.191*	11.963	0.000
WORKCOND	0.191*	12.746	0.000
DECISION MAKING PROCESSES	0.173*	10.276	0.000
(Constant)	0.893	15.384	
R <sup>2</sup>	0.857		
Adjusted R <sup>2</sup>	0.855		
F	430.768		
Std Error of the estimate	0.14150		
Sig of F	0.000		

\*Significant at 1% level or beta

Predictors: (Constant), DECISIONMAKE, BOREDOM, WORKCOND, PERSPOLICY

Dependent Variable: ORGANCULTURE

The F-value is the Mean Square Regression (8.625) divided by the Mean Square Residual (0.020) yields  $F=430.768$ . This tests the overall significance of the model with 4,288 degrees of freedom and significant at 0.000 level of significance. These values are used to answer the questions raised in the study i.e. does organizational culture include boredom and frustration, personnel policies, working condition and participation in decision making processes As such, it is found that the variables listed above can be said to reliably make up organizational culture.

The results of the estimated coefficients indicate that the dependent variable is organizational culture, followed by four estimated coefficients. These include .152, .191, .191 and .173. The corresponding t- statistic for each of these factors include 15.001 for boredom and frustration, 11.963 for personnel policy, 12.746 for working condition and 10.276 for participation in decision making processes, all of which have a significance level of 0.000. This means that all the explanatory variables are statistically significant at 1% level of significance. Therefore, the finding supported the fact that organizational culture includes boredom and frustration, personnel policies, working conditions and participation in decision making processes.

The coefficient of determination in Table 8, is the coefficient of determination and referred to as  $R^2$ . In this analysis, 85.7% of the variability in organizational culture can be explained by boredom and frustration, personnel policies, working conditions and participation in decision making. The remaining 14.30% of variability is due to other unexplained factors. This supports retention of the alternate hypothesis and rejection of the null hypothesis.

**Objective 5:** To determine whether there is a difference in the way senior academician and junior academician perceive the existing organizational culture.

**Research Question 5:** Would there be any difference in the way senior academician and junior academician perceive organizational culture that could negatively impact them?

**Hypothesis 5:** There would be no positive difference in the way senior academician and junior academician perceive organizational culture.

For testing the Hypothesis 5, paired-samples t-test was used. This was done for each university i.e. responses for junior and senior academician in each of the five universities were tested to see their perceptions about their organizational culture, which has eight variables i.e. Management and Leadership Style, Participation in Decision Making Processes, Challenging Job, Boredom and Frustration, Fringe Benefits, Personnel Policies, Working Conditions and Career Ladder. Thereafter, overall perceptions of the academician in each of these five universities were correlated to view their responses on their organizational culture.

For University D, Table 9 below describes responses of the junior and senior academician on the eight organizational culture variables

**Table 9: Paired Samples Test of Perception of University D Staff (Junior and Senior) on Organisational Culture**

Organizational Variable	Culture	Paired Differences						T	Df	Sig. (2-tailed)		
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		Mean				Std. Dev.	Std. Error Mean
					Lower	Upper						
Pair 1	mgtboj - mgtbos	6.80000	6.01378	1.09796	4.55442	9.04558	6.193	6.193	29	.000		
Pair 2	decboj - decbos	-1.10000	6.05350	1.10521	-3.36041	1.16041	-.995	-.995	29	.328		
Pair 3	challboj - challbos	3.20000	4.88064	.89108	1.37754	5.02246	3.591	3.591	29	.001		
Pair 4	boreboj - borebos	-1.10000	4.50555	.82260	-2.78240	.58240	-1.337	-1.337	29	.192		
Pair 5	fringboj - fringbos	-1.03333	5.39146	.98434	-3.04654	.97987	-1.050	-1.050	29	.302		
Pair 6	perspboj - persbos	1.40000	7.34190	1.34044	-1.34151	4.14151	1.044	1.044	29	.305		
Pair 7	wkconboj - wkconbos	7.20000	8.00172	1.46091	4.21211	10.18789	4.928	4.928	29	.000		
Pair 8	careerboj - csreerbos	-4.60000	8.51611	1.55482	-7.77997	-1.42003	-2.959	-2.959	29	.006		

Source: Researcher's Field Survey Result (2014)

In Table 9, final column labelled Sig. (2-tailed) is the probability value. If this value is less than 0.05 (e.g. .04, .02, .01, .001), then one can conclude that there is a significant difference between these two scores. From above analysis, in comparing the responses of the junior and senior academician in University D on the first variable of Management and Leadership Style, probability value is .000. This value has been rounded up to three decimal places. It means that the actual probability value was less than .005. This value is substantially smaller than the specified alpha value of .05. Therefore, it is concluded that there is a significant difference in the way junior and senior academician in University D

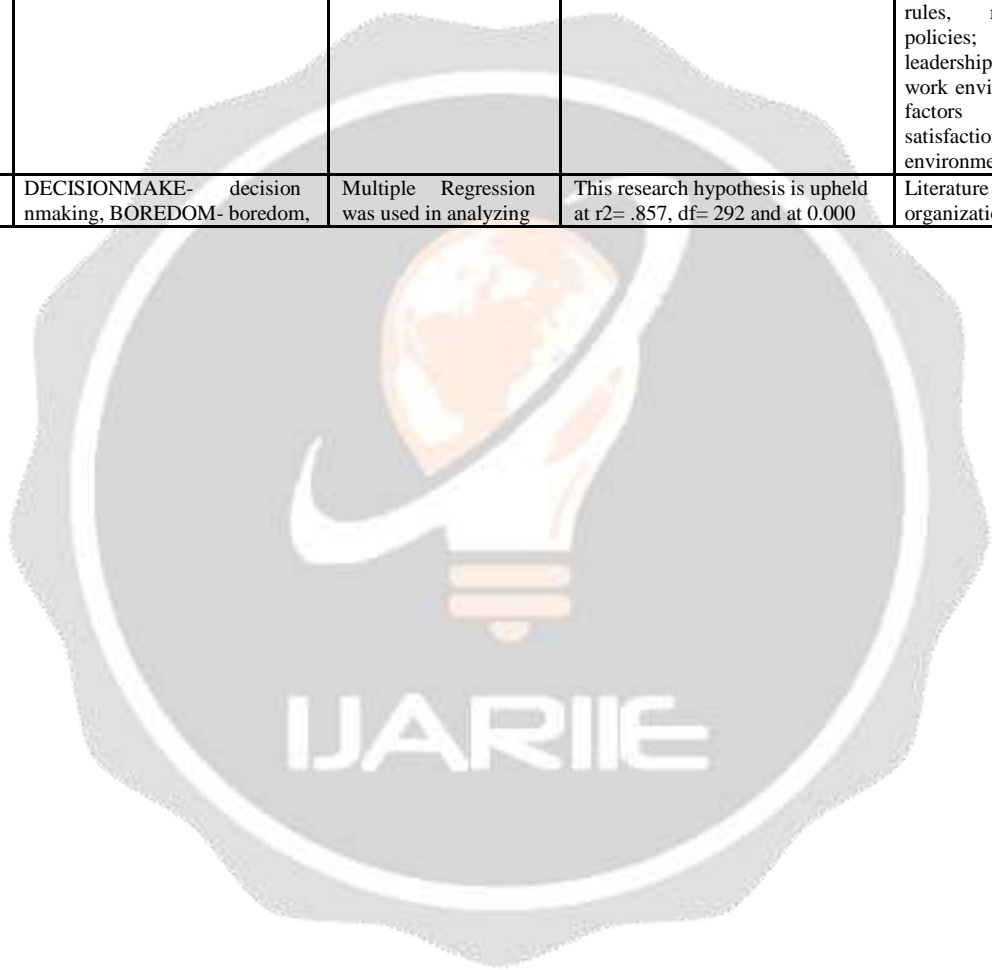
perceive their organizational culture. In other words, using the construct under this variable of whether management and leadership style in the University does not support lecturing profession, whether management and leadership style is not sensitive and supportive of lecturers work schedule, whether management styles does not allow for academic input in decision making processes, whether management styles does not enhance junior academician career path and growth, whether senior academician would not provide feedback on employees evaluation and performance, whether they would not be generally satisfied with the leadership style in the organization, or whether they would not like their heads of department to change their leadership style are all significant factors to both the junior and senior academician.

Likewise for the constructs on challenging jobs, there is a significant difference the way junior and senior academician in this university view them. At 0.01 level of significance, there is a significant difference in the way junior and senior academician believe that the University set high standards of performance, view whether their jobs are challenging and also view the delegated responsibilities as challenging and interesting or allow them to overcome limitation in their experience. Again at 0.000 level of significance for working condition, there is a significant difference the way junior and senior respond to the propositions that department provides sufficient materials for use and supplies are always available when needed. Senior colleagues create a challenging environment and facilitate to overcome limitations in their experience. University provides equipment and resources necessary for them to execute their responsibilities, and the work place is a noise free and safe environment.

**Table 10: Summary of Findings from Hypotheses Formulated**

Hypotheses	Variables	Test Used	Findings	What literature Indicates
<b>Hypothesis 1</b> There would be no positive significant relationship between organizational culture and job satisfaction among academician In Uttara khand	For OC Management and Leadership style, Participation in Decision making, Challenging jobs, Boerbom and frustration, Fringe benefits, Personnel policies, Working condition and Career ladder. For JS Appropriate administrative style, Support from superiors, Work load, Feedback about performance, Clear lines of communication, Salary package and Promotional opportunities.	Pearson Product Moment Correlation Coefficient was used. Correlation here using 2 tail test and 0.01 significant level, our r stood at .671 which shows that there is a significant positive relationship between the two variables.	Pearson Product Moment Correlation Coefficient analysis finding shows that there is a significant positive relationship between organizational culture and job satisfaction. Therefore, the first hypothesis is upheld at sum of squares and cross-products of 40.268 and 35.118 respectively, $df = 293$ and $p$ value = 0.671 significant level. Correlation here is high because Pearson Product Moment Correlation Coefficient analysis reveals the significant positive relationship between the major variables i.e. Organizational Culture and Job Satisfaction.	Literature indicates cultures of an organization and job satisfactions of their employees vary together. That culture had the greatest impact on satisfaction with interpersonal relationships on a job, a moderate impact upon satisfaction with recognizable advancement in the organization and relatively less impact upon self-realization from task involvement. [16], [17], [18]
Research Hypothesis 2. Factors like clear lines of communication, salary package and promotional opportunities would not contribute to job satisfaction	PROMOOPP- promotional opportunities, SALARYPACK- Salary package, COMMUNICATN- clearlines of communication.	Multiple Regression which measures nature of relationship and contributions of variables to a system of equation was used to analyze the hypothesis. This is upheld at $r^2 = .825$ , $df = 292$ at 0.000 significant level.	Findings show that 82.5% of the variability in job satisfaction can be explained by factors like clear lines of communication, realistic salary package and promotional opportunities. This results in the rejection of the null hypothesis and the adoption of the alternative hypothesis.	Literature suggests that culture dimensions are moderately related to job satisfaction in facets as security working conditions and advancement opportunities. That clearer lines of communication, opportunities for promotion and competitive salary package are variables which motivate people and influence job satisfaction. That immediately these are absent or inadequate, lecturers are neutral towards work but when present, they are highly motivated and satisfied [19].
Research Hypothesis 3 Proportion of faculty leaving a University based on dissatisfactory	FEEDBACK- feedback about performance, WORKLOAD- workload and SUPERSUP- supervisor's support.	Multiple Regression was used to analyze the hypothesis. This is upheld at $r^2 = .798$ , $df = 291$ at 0.000 significant level.	Findings from the use of multiple regression shows that the variability in job satisfaction can be explained by the factors like work load, feedback about performance and support from	Literature suggests that satisfaction within an organization is as a result of poor planning, poor communication, unclear rules and regulations,

<p>level of organizational culture cannot be significantly described by work load, feedback about performance and support from superiors.</p>			<p>superiors. The remaining 20.2% of variability is due to other unexplained factors. Thus, this supports the rejection of the null hypothesis but support the acceptance of alternative hypothesis at <math>r = .798</math>, <math>df = 291</math> and <math>0.000</math> significant level.</p>	<p>unreasonable pressures, excessive work (otherwise known as work load), understaffing, uncooperative heads of departments/units and non-academic duties. This was confirmed by our analysis. Several other studies affirmed these factors listed above as describing job satisfaction in organization. [20], [21 ]</p> <p>[22] &amp; [23] in their studies identified organizational structure; rules, regulation and policies; supervision and leadership, work group; work environment, etc as factors that cause satisfaction in the work environment [24].</p>
<p>Research Hypothesis 4</p>	<p>DECISIONMAKE- decision making, BOREDOM- boredom,</p>	<p>Multiple Regression was used in analyzing</p>	<p>This research hypothesis is upheld at <math>r^2 = .857</math>, <math>df = 292</math> and at <math>0.000</math></p>	<p>Literature indicates different organizational culture as</p>



<p>Organizational culture consist of participation in decisionmaking. boredom and frustration, personnel policies and working conditions which Would not significantly encourage job satisfaction among academic staff in university.</p>	<p>WORKCOND- working condition, PERSPOLICY- personnel policy.</p>	<p>the variables here. The result of regression shows that organizational culture include boredom and frustration, personnel policies, working conditions and participation in decision making. This is upheld at <math>r^2 = .857</math>, <math>df = 292</math> at 0.000 significant level.</p>	<p>significant level. The findings show that 85.7% of the variability in organizational culture can be explained by boredom and frustration, personnel policies, working conditions and participation in decision making. The remaining 14.30% of variability is due to other unexplained factors. This supports the further retention of the alternative hypothesis and the rejection of the null hypothesis.</p>	<p>comprising personnel policies, working conditions, opportunity inpartaking in decision making. For example, o [25], M [26] submitted that communication, problem solving, decision making, learning and motivation all can be affected by the organizational culture, which in turn might have impact on theEffectiveness and productivity of The organization as well as the work environment And employee well being in the workplace. Some studies ( [27], [28] and [29] ) found that These variables- boredom And frustration, Personnel policies working Conditions and participation in decision making can be said To reliably make Up organizational culture.</p>
<p>Research Hypothesis 5 There would be no positive significant difference in the way senior and junior academic perceive their organizational culture.</p>	<p>Management and Leadership style, Participation in Decision making, Challenging jobs, Boredom and frustration, Fringe benefits, Personnel policies, Working condition and Career ladder.</p>	<p>Paired- samples t-test was used to carry out the test on this hypothesis. Leadership</p>	<p>In the overall analysis carried out to compare the responses of the junior and senior academican from each of the five (5) Universities sampled based on their organizational culture variables, We can then say that there are significant differences in the way junior and senior academican view their organizational culture in these five (5) schools about their fringe benefits, the school's personnel policies and their working conditions. Thus, for the remaining five (5) variables, there are no significant differences in the way the junior academica and senior n perceive their organizational culture in the five (5) schools.</p>	<p>Literature indicates That there are bound to be differences in way Junior academican perceive their OC in relation to their senior counterparts. Those Junior academica n are likely To experience variables in their OC as negative compare to Academica the way senior n will perceive these variables. Literature indicates That perceptions emerge as A result of the activities, interactions and experiences of the individual which in the case of senior academican are more favourable to them academici the junior an Who attach different meaning To different situations Most times negatively. [29] [30], [31]</p>

#### 4. Finding & Discussion

The purpose of the study was to identify elements within the organizational culture that may cause satisfaction among academic staff in selected universities in Uttarakhand and make suggestions for improving the situation. In

specific terms, the study sought:

- To find out the relationship that exists between organizational culture and job satisfaction among academicians in the universities of Uttarakhand State;
- To identify factors that determine job satisfaction of academicians and their consequential effects on academic excellence;
- To determine whether faculty is leaving a university based on their dissatisfaction with the workload, feedback about performance and small salary package Packages;
- To identify interactional organizational culture variables that can cause job satisfaction and job dissatisfaction among academicians; and
- To determine the difference in the way senior academicians and junior academicians perceive their organizational culture.

## 5. Conclusion:

On the basis of the present study following conclusions have been made:

- The study found a significant association between organizational culture and job satisfaction. Thus, it implies that specific factors exist within the organizational culture that affects the comfort of employees on the job.
- The elements identified need to be studied carefully to understand how they affect the performance and satisfaction of employees. It helps the organization to take appropriate action to minimize their adverse effects.
- Respondents reported more or less the same set of responses in respect of their perception on what their universities are doing to promote their professional career development. They are of the view that their universities are not doing enough to encourage career development. Within the range of observations in this study, it has been found that the level of satisfaction increases as academicians are more significant in support and direction.
- Clarity in the lines of communication will help all to follow the rules and regulations facilitating them in achieving the goals and objectives of the university as well as the mission statement. Moreover, the exact performance expected from the employee will be outlined and communicated to all.

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