Exploring the Relationship between Organizational Culture, Job Satisfaction and Organizational Citizenship Behavior

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Abstract

This study examined the interaction between organizational culture, organizational citizenship behaviors and job satisfaction. While organizational culture plays an important role in affecting performance, other variables mediate and moderate the relationship. This study was based on a sample of 127 Egyptian participants undertaking an MBA course. Results showed positive significant correlations between four types of organizational culture, job satisfaction and citizenship behavior individually. Job satisfaction mediated the relationship between culture and citizenship behavior. However, the mediation effect was weak. Further discussion, implications and research limitations are provided.

Keywords: Organizational behavior, Culture, Job satisfaction, Citizenship behavior

1. Introduction

Organizational culture plays an important role in influencing organizational performance. Organizational culture affects the way companies deal with external environmental changes and maintain internal consistency in its processes (Übius and Alas, 2009). O'Reilly (1989) mentioned that strong cultures are considered a competitive edge for organizations. However, in themselves, cultures are not sufficient to create and sustain success. Cultures interact with other organizational variables that create the change (Zhou et al., 2008).

Organizational culture affects employees' attitudes such as job satisfaction (eg. Harris and Mossholder, 1996; Odom, Boxx and Dunn, 1990; Zavyalova and Kucherov, 2010), motivation (Roos and Eeden, 2008) and commitment (Lok and Crawford, 2003).

Organizational cultures positively influence employee job satisfaction when they provide employees with abilities to make decisions, strengthen their skills, encourage teamwork and have trust and high morale (Griffin, Patterson and West, 2001; Park and Kim, 2009).

Mohanty and Rath (2012) also found significant positive correlation between organizational culture and organizational citizenship behavior. The concept of organizational citizenship behavior is described as all the informal behaviours which are performed by employees. These behaviors exceed the required tasks and duties and will neither be rewarded nor compensated. However, the citizenship behaviors are proved to be beneficial for the organization and the working environment as they support the social and psychological connections of the organization (Vigoda-Gadot, 2007; Boerner, Dutschke and Wied, 2008; Tang et al., 2008). Organizational citizenship behaviour is also positively associated with job satisfaction (Swaminathan and Jawahar, 2013; Huang, You and Tsai, 2012; Jena and Goswami, 2013) as happy employees are more committed to their organizations. Hence, they perform additional tasks and duties to help their organizations realize their objectives.

There have been calls to analyze the underlying assumptions that make organizational cultures successful in positively affecting performance. Researchers argue that the culture is not sufficient to create success (Zhou et al., 2008). Other organizational variables interact with culture creating the difference in performance and sustainability. In the present study, therefore, an attempt is made to examine the relationships between organizational culture, organizational citizenship behavior, and job satisfaction. This study will test the correlations between the three variables and will test whether job satisfaction mediates the relationship between organization culture and organizational citizenship behavior.

The article is organized as follows. The following section will provide a brief literature review on organizational culture, job satisfaction, and organizational citizenship behavior. This will be followed by methodology followed in conducting the study. Next are the results and discussion parts. Finally, practical implications, limitations and future research directions are provided.

2. Literature Review

2.1. Organizational Culture

Organizational culture is the set of shared ideologies, philosophies, values, behaviors, attitudes and norms in an organization (Balay and Ipek, 2010). Culture has an important role in affecting organizational performance as it affects the way its employees deal with external environmental changes and maintain internal consistency (Übius and Alas, 2009). Moreover, strong organizational cultures provide organizations with a competitive advantage through affecting employees' commitment (O'Reilly, 1989).

There are four types of organizational culture, namely, market, hierarchy, clan and adhocracy cultures. The market culture focuses on external stakeholders including suppliers, customers, contractors, licensees, unions and regulators. This culture operates on competitiveness and productivity through controlling the market and having a respectable reputation (Ferreira and Hill, 2007; Übius and Alas, 2009).

The hierarchy culture has a very formal and well organized structure. It enhances mainly the stability, predictability, and the internal efficiency of the organization. This culture is also characterized by having strict internal control policies as it emphasizes rules and regulations clearing out what tasks to be done (Übius and Alas, 2009). The clan culture is characterized by having a strong and rigid internal control system as well, but with a degree of flexibility. This type of culture is very famous in most family-owned businesses. Clan cultures promote teamwork, wide-sharing discussions, and job involvement (Übius and Alas, 2008).

The adhocracy culture is concerned with flexibility, accepting change and adapting to it. Innovators and risk takers are the main types of people who work efficiently in such culture because they know how to respond to new opportunities and changes in the market and they know how to produce new innovative products to satisfy the market changes (Übius and Alas, 2008 and 2009). In a comparison between the four types of cultures, Conrad, Brown and Harmon (1997) concluded that the adhocracy culture is the second most effective type after the market culture.

2.2. Organizational Citizenship Behavior

Organizational citizenship behavior (OCB) is defined as behaviours that are exceeding the formal role defined and not mentioned in the job description. They are optional behaviors, they are not considered in neither rewards nor appraisals. These activities are beneficial for the organization and the work group as they support the social and psychological environments of any entity (Blakely, Andrews and Fuller, 2003; Boerner et al., 2008; Bolino, Turnley and Bloodgood, 2002; Bolino and Turnley, 2005; Bolino et al., 2010; Messer and White, 2006; Ryan, 2002; Vigoda-Gadot, 2007; Tang et al., 2008).

There are two types of OCB: organizational citizenship behavior toward organization (OCBO) and organizational citizenship behavior toward individual (OCBI). Organizational citizenship behaviors towards the organization (OCBO) are all the behaviors targeted to benefit the organization as whole or to a specific department such as volunteering to attend events that are for the benefit of the company, avoiding complaining at work and preserving the resources available. Organizational citizenship behaviors towards individuals (OCBI) are

actions directed towards individuals in the organization such as helping others to reduce overload. Those individuals can be supervisors or co-workers as organizations are becoming more flattened and have higher number of teams (Blakely et al., 2003; Ehrhart, 2004; Dipaolo and Hoy, 2005; Lavelle et al., 2009).

Coyne and Ong (2007) identified five main dimensions of OCB; altruism, courtesy, sportsmanship, conscientiousness and civic virtue. Altruism focuses on activities of helping others, either a person or a group, in work-related problems such as helping new colleagues. Courtesy aims to help in preventing problems for other employees such as handing-in correct information and sending reminders. Sportsmanship is concerned with bearing problems and avoiding actions to handle a complaint. Conscientiousness emphasizes abiding by rules and regulations by efficiently using time and performing more than expectations. Finally, civic virtue is to participate in activities related to the organization's benefit (Chu, Lee and Hsu, 2006; Dipaolo and Hoy, 2005; Rego, Ribeiro and Cunha, 2010; Vigoda-Gadot, 2007).

OCB enhances the organizational performance by improving the efficiency and effectiveness of the operations. OCB also improves the productivity and it decreases the waste of resources consumed. In addition, OCB acts as a lubricant for social relations, thus reducing the need for administrative control and coordination of tasks between employees.

On the individual level, OCB helps managers and co-workers perform more efficiently and focus on critical tasks such as planning and problem solving. OCB helps in reducing interpersonal conflicts that cause distractions, thus, enhancing social relations. (Ryan, 2002; Dipaolo and Hoy, 2005; Bolino and Turnley, 2005; Messer and White, 2006; Coyne and Ong, 2007; Tang et al., 2008; Boerner et al., 2008).

According to Mohanty and Rath (2012), there is a highly significant positive correlation between organizational culture and organizational citizenship behavior. Conflict tolerance, beliefs and norms, individual responsibility, and structure had positive correlations with altruism, sportsmanship, civic virtue, conscientiousness, and courtesy. Ye (2012) argued that organizational values have a strong effect on the citizenship behaviors in a sample of Chinese employees.

2.3. Job Satisfaction

Locke (1976) defined job satisfaction as a positive emotional state that results from appraising one's job (Vukonjanski, Nikoli, Hadži, Terek, and Nedeljkovi, 2012). Job satisfaction results from the positive evaluation of an employee's responsibilities and accomplishments in an organization. Evaluation of job satisfaction is related not only to the job itself, but also to dimensions related to the job such as pay, supervisors and morale (Wharton, Rotolo and Bird, 2000; Dormann and Zapf, 2001; Volkwein and Zhou, 2003; Lee and Liu, 2007; Park and Kim, 2009).

2.3.1 Organizational Culture and Job Satisfaction

Harris and Mossholder (1996) argued that organizational cultures affect employees' attitudes such as job satisfaction and commitment in a positive manner. Wallach (1983) added that job

performance and job satisfaction depend on the match between the individual's characteristics and organizational culture. Odom et al. (1990) concluded that supportive environments will lead to more satisfied employees. In addition, the removal of bureaucratic characteristics and provision of support and room for innovation will lead to higher levels of job satisfaction. According to Zavyalova and Kucherov (2010), organizations with market and hierarchic cultures reported average levels of job satisfaction with scores of 4.0 and 4.7 respectively. As for the clan and adhocracy cultures, employees showed higher levels of job satisfaction with a score of 5.2.

Tsai (2011) reported a positive correlation between organizational culture and job satisfaction. Lund (2003) found a positive relationship between clan and adhocracy cultures and job satisfaction, and a negative relation between market and hierarchy cultures and job satisfaction (cited in Vukonjanski et al., 2012).

In a sample from China, Zhou et al. (2008) found evidence that market oriented behaviors fully mediate the relationship between the market culture and employee job satisfaction. The researchers argue that the culture in itself is not sufficient to create the competitive edge. Instead, it is its influence on behavior that creates the difference. When employees feel the difference, they perceive their jobs and organizations positively leading to high job satisfaction. Roos and Eeden (2008) also found significant correlation between organizational culture and job satisfaction.

2.3.2 Job satisfaction and Organization Citizenship Behavior

According to Swaminathan and Jawahar (2013), there is a positive relationship between Job satisfaction and organizational citizenship behaviors especially help-oriented ones (i.e. civic virtue, conscientiousness, altruism and courtesy). Jena and Goswami (2013) reported from their study that satisfied workers have positive OCB. They found positive correlations between dimensions of job satisfaction and OCB (on both, organizational and individual levels). The same researchers ranked satisfaction as follows; satisfaction with work, satisfaction with supervisor, satisfaction with co-workers, satisfaction with promotion, and satisfaction with pay respectively.

2.4. Research Hypotheses

Based on the literature discussed, the aim of this study was to examine the relationship between organizational culture, job satisfaction, and organizational citizenship behaviors in s sample of Egyptian employees. Accordingly, the research hypotheses were:

H1*a*: Organizations with clan and adhocracy cultures have a positive relationship with employee job satisfaction.

H1*b*: Organizations with hierarchy and market cultures have a negative relationship with employee job satisfaction.

H2*a*: Clan and adhocracy cultures have positive relationships with organizational citizenship behavior.

H2*b*: Hierarchy and market cultures have negative relationships with organizational citizenship behavior.

H3: Job satisfaction has a positive relationship with organizational citizenship behavior.

H4: Job satisfaction mediates the relationship between organizational culture and organizational citizenship behavior.

3. Methodology

3.1. Sample and Procedures

Participants of the study were 127 MBA students. They represented employees working in private organizations. The sample consisted of 63% males and 37% females. The age of the sample constituted of 6.3% less than 25 years old, 33.9% from 25-30, 26.8 % from 31-35, 21.3% from 36-40, 7.1% 41-45, 3.9% from 46-50, and 0.8 above 50 years old. 81.9% of the sample were bachelor degree holders.

Data was collected using a questionnaire. Participants were approached at the start of their classes and were asked to express their opinions on organizational culture, job satisfaction, and organizational citizenship behavior. The participation was optional and anonymity was assured.

3.2. Instrument

3.2.1 Organizational Culture

Organizational Culture Assessment Instrument (OCAI) was used having 24 items. The tool measures culture in terms of six characteristics for each culture type. The questions were measured using seven-point Likert scale.

3.2.2. Organizational Citizenship behavior

The tool used consisted of 17 items measuring the five dimensions of OCB previously discussed in the literature. The questions were also measured using seven-point Likert scale.

3.2.3. Job Satisfaction

A 5-item scale was used. The questions were measured using 7-point Likert scale in which 1 represented strongly disagree and 7 represented strongly agree (Judge et al., 1998).

3.3. Analysis

For hypotheses 1, 2, and 3, Pearson correlation coefficient was calculated using SPSS program. As for hypothesis 4, Sobel test was used to test the mediation effect. Mediation occurs under four conditions: the Independent Variable (organizational culture, OC) significantly affects the mediator (job satisfaction, JS); the Independent Variable (OC) significantly affects the Dependent Variable (Organizational Citizenship Behavior, OCB) in the absence of the mediator; the mediator (JS) has a significant unique effect on the Dependent Variable (OCB); and the effect of the Independent Variable (OC) on the Dependent Variable (OCB) shrinks upon the addition of the mediator (JS) to the model (Sobel,

1982).

4. Results

Table 1 presents the correlations between job satisfaction and the four types of organizational culture. Job satisfaction has a significant positive correlation with all types of organizational cultures ($p < 0.05$). Thus, the researchers failed to reject hypothesis 1a. However, hypothesis 1b was rejected. In addition, the correlations were stronger for the clan and hierarchy cultures ($r > 0.4$) than for the adhocracy and market cultures.

Table (1): Correlations between Job satisfaction and Organizational Cultures

		Hierarchy	Clan	Adhocracy	Market
JS	Pearson Correlation	.409	.458	.365	.206
	Sig. (2-tailed)	.000	.000	.000	.020
	N	127	127	127	127

Regarding the second set of hypotheses, Table (2) reports the correlation coefficients between organizational citizenship behavior and organizational cultures. All the correlations were significant ($p < 0.05$). Thus, researchers failed to reject hypothesis 2a. However, hypothesis 2b was rejected. The correlations were stronger for clan and market cultures than for hierarchy and adhocracy cultures.

Table (2): Correlations between Organizational Citizenship Behavior and Organizational Culture

		Hierarchy	Clan	Adhocracy	Market
OCB	Pearson Correlation	.316	.414	.290	.358
	Sig. (2-tailed)	.000	.000	.001	.000
	N	127	127	127	127

Table (3) below reports a significant ($p < 0.05$) positive correlation between job satisfaction and overall organizational citizenship behavior. Thus, researchers failed to reject H3. The disaggregation of OCB, on the other hand, shows mixed results. While altruism, sportsmanship and civic virtue showed significant correlations ($p < 0.05$), courtesy and conscientiousness had insignificant relationships with job satisfaction.

Table (3): Correlation between Job Satisfaction and Organizational Citizenship Behavior

		OCB	Altruism	Courtesy	Sportsmanship	Conscientiousness	Civic Virtue
JS	Pearson Correlation	.339**	.174*	.156	.410**	.094	.198*
	Sig. (2-tailed)	.000	.050	.080	.000	.295	.025
	N	127	127	127	127	127	127

Finally, to test the mediation effect, Sobel test was conducted as previously discussed in the Analysis section. Results are provided in Table (4) below.

Table (4): Summary of Regression Analyses

	JS on OC		OCB on OC		OCB on OC and JS	
	B coefficient	Sig.	B coefficient	Sig.	B coefficient	Sig.
Hierarchy	0.346	$P < 0.001$	0.171	$P < 0.001$	0.115	$P < 0.05$
Clan	0.34	$P < 0.001$	0.197	$P < 0.001$	0.156	$P < 0.001$
Adhocracy	0.273	$P < 0.001$	0.139	$P < 0.01$	0.092	$P < 0.05$
Market	0.193	$P < 0.05$	0.215	$P < 0.001$	0.181	$P < 0.001$

As shown in Table (4), Sobel test resulted in a statistically significant mediation effect, thus, hypothesis 5 was not rejected. However, the strength of this mediation effect is not great as seen from the small reduction of the regression coefficients (Table 5).

Table (5): Reduction in B

	Reduction in B	z	Probability	
Hierarchy	0.056	2.43	0.0152	P <0.05 Significant
Clan	0.041	1.96	0.0498	P <0.05 Significant
Adhocracy	0.047	2.49	0.0128	P <0.05 Significant
Market	0.034	1.92	0.0544	P ≈ 0.05 Almost significant

To further validate the results, partial correlation of OCB on OC when controlling for JS was conducted. As seen in Table (6), results of partial correlation show a significant positive correlation between OC and OCB. This confirms that JS is not having a strong mediation effect.

Table (6): Partial correlation of OCB on OC controlling for JS

	Coefficient	Significance
Hierarchy	0.206	P < 0.05
Clan	0.310	P < 0.001
Adhocracy	0.190	P < 0.05
Market	0.313	P < 0.001

5. Discussion

The aim of this study was to examine the relationships between organizational culture, job satisfaction, and organizational citizenship behavior in a sample of Egyptian employees. Results showed that the four types of cultures were positively related to job satisfaction. For clan and adhocracy cultures, results were supported by previous researches including Zavyalova and Kucherov (2010), and Odom et al. (1990). As for hierarchical and market cultures, results showed positive relations with job satisfaction which contradicted previous studies. For example, job satisfaction was negatively correlated with bureaucratic cultures (Du Preez, 2003; Lok and Crawford, 2001). For hierarchical culture, results are justified

through the lense of Hofstede's cultural classifications (1983). As Egypt scores high on power distance, the extent to which individuals accept unequal distribution of power in organizations, employees perceive hierarchical cultures as organized with clear lines of authority, job descriptions and task distribution. Accordingly, employees feel content and have a sense of accomplishments in such type of culture (Sheikh, Newman and Al Azzah, 2013). Nevertheless, the clan culture had the highest correlation with job satisfaction. Again, this can be explained through Hofstede's framework who reported that the Egyptian society is collective in nature. Accordingly, employees care about social relationships, acceptance and conformance. Hence, clan cultures provided a nurturing environment for higher levels of job satisfaction.

The relationship between types of organizational cultures and organizational citizenship behaviors were also positive. The results contradicted Mohanty and Rath's (2012) study, specifically concerning hierarchy and market cultures. On one hand, this reflects that employees engage in citizenship behaviors regardless of the culture of the organization. On the other hand, the correlations were highest for clan and market cultures. The clan culture is typically characterised as a family-business with a collectivistic nature. Hence, employees engage in citizenship behaviors to help each other and tighten their social relationships. The competiveness involved in the market culture forces employees to engage in behaviors beyond their job descriptions to ensure efficiency and effectiveness in the business operations to realize gains.

Results showed that job satisfaction had a significant positive correlation with the overall organizational citizenship behavior. However, the disaggregation reflected that only altruism, sportsmanship, and civic virtue had significant correlations.

Finally, the results showed that job satisfaction mediated the relationship between organizational culture and organizational citizenship behavior. However, the mediation effect was minor as evident by the small decrease in the B coefficient.

6. Practical Implications and Future Research Directions

The current study showed that employee job satisfaction is an essential factor in organizations. On the individual level, management should focus on enhancing the employee experience by improving the working environment. In addition, providing activities between employees would enhance the communication and interpersonal relationships between them. Accordingly, employees will feel part of the organization and will be committed to perform citizenship behaviors that help the organization reach its potential. On the organizational level, management should focus on articulating a culture that serves the organization objectives and ensuring the culture is well communicated between employees.

Nevertheless, the study had several limitations. First, the sample size is relatively small. Second, the participants were working in private institutions only; no resemblance of public organizations was evident. Future research should target larger and diverse participants to validate and compare the results. Future research may also test the relationship between organizational culture and organizational citizenship behaviors with relation to other

variables such as job engagement and job commitment.

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