ORGANIZATIONAL CULTURE AND JOB SATISFACTION IN A TELECOMMUNICATIONS COMPANY IN THE KINGDOM OF BAHRAIN

Al-Shammari M., Al-Am Z. [*]

Abstract: The purpose of this study is to investigate the relationship between organizational culture and job satisfaction in a telecommunications company in Bahrain and to assess the relative importance of each organizational culture dimension using Customer Value Framework Model. The primary data were collected via a questionnaire that was distributed to 400 employees using simple random sampling. The results showed that the overall level of job satisfaction was moderate, supervision was the most dominant dimension of job satisfaction, and the dominating organizational culture type was the market culture. The clan culture was found significantly related to job satisfaction and had the highest correlation with the co-worker dimension of job satisfaction. However, respondents, with different percentages, less prefer the other three types of organizational culture namely adhocracy, market, and hierarchy. The study also found a strong negative relationship between the educational level and clan culture.

Key words: organizational culture, job satisfaction, Competing Values Framework (CVF), Bahrain

Introduction

Euroregions With a continuous change in business markets in emerging economies, telecommunications companies face many changes, opportunities, obstacles and challenges. Each organization has its own culture in dealing with its environmental dynamics of change. Corporate culture plays a significant role in increasing individual and organizational success, determines sustainable competitive advantage, and determines long-term effectiveness (Cameron, 2004; Cameron and Quinn, 2006). Worker in strong cultures tend to have a greater organizational commitment and higher job satisfaction (Martins and Blancche, 2003). The stronger the culture is, the more it is involved in the marketplace and the less is the need for policy manuals, organization charts, and detailed procedures or rules (Musera, 2012). People in any group at any organization are different and have their different backgrounds. They interact with each other according to some values, beliefs, and attitudes participating in creating the organizational culture. The roots of organization culture began in the mid nineteenth century and play

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an influential and crucial role in its performance, excellence, profitability, employee's commitment, employee's wellbeing, job satisfaction, leadership intention, productivity, effectiveness, innovativeness decision-making, and ethical behavior. Job satisfaction has been a phenomenon of intensive interest among practitioners and researchers for several decades. Satisfaction of employees contributes to the success of employees and organizations. Employees' positive attitudes are likely to create an impact on customer attitudes, and customer attitudes to create an impact on the financial performance of the company. Organizational culture strongly relates to creativity, innovation, greater organizational commitment and higher job satisfaction. This means that by developing a suitable organizational culture, organizations can achieve success. Therefore, the need to study the relationship between the organization culture and job satisfaction, is an important issue for organizations and their employees. The specific objectives of the study are as follows:

- To study the level of organizational culture dimensions (clan, adhocracy, market, and hierarchy) in a telecommunications company in Bahrain.
- To identify the level of employee's satisfaction with salary, co-workers, and supervision.
- To examine the relationship between organizational culture dimensions and dimensions of employee's satisfaction.
- To investigate the relationship between employees' background data (gender, age, degree of education, and work experience) and employees' perceptions of organizational culture and job satisfaction.

Literature Review

Organizational Culture

Many researchers view culture as a set behaviors, values, beliefs, and perception shared by employees about an organization (Deshpande and Webster, 1989; Ravasi and Schultz, 2006; and Xiaoming and Junchen, 2012). Schein (2004) argued that organizational culture encompasses a set of structures, routines, rules and norms that guide or constrain behavior. Kumar (2016) believed that organizational culture motivates employees for creativity, responds to consumer needs by providing quality product or customer service, helps organizations face grater global competition, and repaid changing patterns of technology and environment, teaches everyone in the organization how to deal with stakeholders through ethical behavior, and creates a competitive environment in organizations. Quinn and Rohrbaugh (1983) introduced the Competing Values Framework (CVF) to organizational effectiveness based on four types of culture: clan, adhocracy, hierarchy, and market culture. The CVF differentiates the effectiveness criteria that emphasize flexibility, discretion, and dynamism from the one that emphasizes stability, order and control. It also differentiates the effectiveness criteria that emphasize an internal environmental orientation, integration and unity from

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the criteria that emphasize an external environmental orientation, differentiation and rivalry. The four types of culture are as follows (Quinn and Rohrbaugh, 1983):

− *The Clan Culture:* The main characteristic of the clan culture is its internal focus and flexibility. It is an environment where employees feel relaxed during work, trustworthiness and easily participate with other co-workers without hesitation.
− *The Adhocracy Culture:* Adhocracy culture is externally focused and flexible. Its major aim is to promote adaptability, flexibility, creativity, uncertainty, and ambiguity. This type of culture is about innovation and risk taking, defined by a strongly creative and dynamic working environment. It produces creative products and services and adapts fast to new opportunities and challenges.
− *The Market Culture:* This culture is oriented towards external rather than internal environments. The market culture emphasizes on productivity, performance, goal fulfillment, and achievement where the organizational performance depends on short-term output.
− *The Hierarchical Culture:* This culture emphasizes internal efficiency, uniformity, and formal rules and policies. It emphasizes formalized and organized working environments. It consists of seven characteristics such as rules, specialization, meritocracy, hierarchy, separate ownership, impersonality, and accountability.

Job Satisfaction

Job satisfaction has been a phenomenon of intensive interest among practitioners and researchers for several decades. It is an attitude that workers have towards their work, and is directly related to individual needs including challenging work, equitable rewards and a supportive work environment (Ostroff, 1992). Schneider and Snyder (1975) defined job satisfaction, as a process of personal evaluation of conditions exists in the job, or outcomes that emerge because of having a work. However, numerous scholars relate job satisfaction with various factors, e.g. fairness of rewards, wage, growth opportunities, and participation in decision-making, supervisory support, internal conditions, communication, and compensation (Fatima, 2016). There are many theories that have attempted to explain job satisfaction, but three are more prominent in the literature, viz. content, process, and situational theories.

Content Theories

The earliest content theory is the Hierarchy of Needs (Maslow, 1954), which suggests that job satisfaction occurs based on a five-tier human needs that follow a logical order and that the basic lower level needs must be satisfied before those at higher levels such as self-actualization needs. Another important content theory is Herzberg et al.'s (1959) Two Factor Theory. It considers two essential factors to have an impact on job satisfaction and motivation: hygiene and motivating factors. Hygiene factors contain supervision, salary, company policy and administration,

relationship with peers, working conditions, personal life, and security. On the other hand, motivating factors result from the job itself and include recognition, responsibility, achievement, and the work itself.

Process Theories
Process theories attempt to explain job satisfaction by looking at expectancies and values and suggest that workers select their behaviors in order to meet their needs (Gruneberg, 1979). Adams' (1965) Equity Theory assumes that job satisfaction is a direct result of individuals' perceptions of how fairly they are treated in comparison to others. It assumes that people perceive their job as a series of inputs and outcomes and they compare their input-outcome ratio with the input-outcome ratio of other employee in the company. Inputs are factors include experience, ability, and effort, while outcomes include things like salary, recognition, and opportunity. Vroom's (1982) Expectancy Theory looked at the interaction between personal and workplace variables but also incorporated the element of workers' expectations into the theory. If employees receive less than what they expect or feel they may feel being unfairly treated, then dissatisfaction may occur. It also assumes that employees would choose to do or not do job tasks based on their perceived ability to carry out the task and earn fair compensation.

Situational Theories
The situational theory emerged when Quarstein et al. (1992) stated that job satisfaction is determined by two factors: situational characteristics and situational occurrences. Situational characteristics are things such as pay, supervision, working conditions, promotional opportunities, and company policies that are typically considered by the employee before accepting the job whereas situational occurrences occur after taking a job and may be tangible or intangible, positive or negative.

Research Methodology

Population and Sample
The population of the study included 1,300 employees of the telecommunications company. Simple random sampling method was used to select the respondents. The sample was selected from the sample frame through Excel Rand function. Accordingly, 400 questionnaires were distributed but the valid returned questionnaires were 277, which represent a 69.25% response rate.

Instrument
The study adopted the model of Cameron and Quinn (2006) and Choi et al. (2008). The research instrument was a self-administered questionnaire with a five-point close-ended set of questions that are arranged in an ascending order where the value of 1 is assigned to 'strongly disagree' and 5 to 'strongly agree'. The questionnaire was adapted from Fatima (2016), Abdulla (2009), and Musera (2012). The survey consists of three parts: the first part of the survey deals with

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the respondent's informational background such as gender, age, degree of education, and work experience

Scale Reliability Analysis
Reliability refers to the internal consistency of a measure. A research instrument is regarded reliable if it generates similar results under consistent conditions. It is expressed as a number between 0 and 1. Cronbach's alpha value of 0.70 or above implies strong scale reliability (Cronbach, 1951). All reliability coefficients exceeded the required minimum of 0.70, which means that there is a strong internal consistency among the variables' items. This also means that respondents who tended to choose a high score for one item also tended to choose high scores for others; similarly, respondents who chose a low score for one item tended to choose low scores for the rest of variable's items.

Data Collection Procedures
After obtaining official approval to conduct the study, questionnaires were distributed through e-mail to randomly selected employees. The questionnaire form was uploaded into Google forms website and respondents have been asked to fill it out and submit online. Respondents were given two weeks to respond, follow-ups have been conducted through e-mail and telephone calls. The research data were statistically analyzed using the SPSS 24.0 software.

Results

Organizational Culture
Tables 1-4 showed the mean and standard deviation for the organizational culture. The highest mean was that of the market culture was 3.70, which means that respondents highly perceived that the market culture is important for the company, followed by the mean of 3.66 for the clan culture and 3.63 for the hierarchy culture and 3.51 for the adhocracy culture.

Table 1. Mean and standard deviation of the clan culture

Item	Mean	St. Dev.
1. The organization is a very special place. It is like an extended family.	3.87	0.91
2. The organization leaders are generally considered mentors, facilitators, or nurturing.	3.56	0.92
3. The management style in the organization is characterized by teamwork, consensus and collaboration.	3.72	0.91
4. The glue that holds the organization together is loyalty and mutual trust.	3.75	0.97
5. The organization emphasizes human development. High trust, openness and participation continuity.	3.57	0.9
6. The organization defines success based on development of human resources, teamwork, and concern for employees.	3.5	0.99
Total	**3.66**	**0.93**

Table 2. Mean and standard deviation of the adhocracy culture

Item	Mean	St. Dev.
1. The organization is a very dynamic and entrepreneurial place. Employees are willing to take risks.	3.31	0.83
2. The organization leaders are entrepreneurs, innovators, or risk takers.	3.48	0.98
3. The management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness.	3.39	0.88
4. The glue that holds the organization together is orientation toward innovation and development.	3.6	0.9
5. The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for new opportunities are valued.	3.58	0.9
6. The organization defines success based on having the most unique or the newest products or services. It is a product leader and innovator.	3.7	0.89
Total	**3.51**	**0.90**

Table 3. Mean and standard deviation of the market culture

Item	Mean	St. Dev.
1. The organization is very production oriented. A main concern is with getting the job done.	3.75	0.86
2. The organization leaders are generally considered to be hard drivers, producers, or competitors.	3.57	0.86
3. The management style in the organization is characterized by competitiveness, goal directedness, and achievement.	3.71	0.85
4. The glue that holds the organization together is the emphasis on achievement and goal accomplishment.	3.73	0.87
5. The organization emphasizes competitive actions and achievement. Measurement objectives are dominant.	3.62	0.79
6. The organization defines success based on penetrating the market and market share. Competitive market leadership is key.	3.83	0.75
Total	**3.70**	**0.83**

Table 4. Mean and standard deviation of the hierarchy culture

Item	Mean	St. Dev.
1. The organization is a very formalized and structured place. Bureaucratic procedures generally govern what employees do.	3.60	0.86
2. The leaders of the organization are generally considered coordinators, organizers, or efficiency oriented.	3.65	0.87
3. The management style in the organization is characterized by conformity of performance, longevity in position, and predictability.	3.57	0.76
4. The glue that holds the organization together is formal rules and policies.	3.5	0.9
5. The organization emphasizes stability. Efficient, smooth operations are important.	3.81	0.73
6. The organization defines success based on efficiency. Trustable delivery, smooth scheduling, and low-cost production are critical.	3.65	0.77
Total	**3.63**	**0.81**

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Most employees viewed the market culture as a dominant culture. They seemed to prefer a culture of a friendly working environment that focuses on the human side of work more than on production, productivity, performance, goal fulfillment, and achievement. In a similar result, Aldhuwaihi et al. (2012) found that the market culture was a dominant type of organizational culture. However, Zhang and Li (2013) found the market culture is least important or least significant type for Chinese family firms, while the most dominant culture type is clan culture. This result also is in line with the findings of Choi, Martin, and Park (2008) who found that the market type prevailed over other types in Korea and showed a positive and significant relationship between organizational culture and job satisfaction.

Job Satisfaction
Tables 5-7 showed the mean and standard deviation for the job satisfaction in the telecommunications company.

Table 5. Mean and standard deviation of satisfaction with co-workers

Item	Mean	St. Dev.
1. I do not have difficulty in my job because of the competence of people with whom I work.	3.53	1.02
2. I work in an environment where there is cooperation and respect.	3.84	0.85
3. I work with a team who operate quite consistently.	3.71	0.88
Total	**3.44**	**0.96**

Table 6. Mean and standard deviation of satisfaction with supervision

Item	Mean	St. Dev.
1. Communication between me and my immediate supervisors is weak.	3.99	0.96
2. The feedback that I receive from my supervisor is useful.	3.79	0.96
3. Supervisor supports me in accomplishing my duties.	3.81	0.90
4. Employees have suitable mentoring from the supervisor.	3.58	0.91
Total	**3.79**	**0.93**

Table 7. Mean and standard deviation of satisfaction with reward

Item	Mean	St. Dev.
1. Reward system within the company is made in regard to person contribution.	2.94	1.03
2. Rewards in my organization are based on merit.	3.10	0.97
3. In my organization, there is equity in the distribution of rewards.	2.70	1.06
4. In my organization the rewards that I receive meets my expectation.	2.58	1.05
Total	**2.83**	**1.03**

The satisfaction with the co-worker dimension had a mean of 3.69, which indicated that there was a high level of job satisfaction, whereas the job satisfaction with the supervision dimension had a mean 3.79, which indicated a high level of satisfaction. However, the satisfaction with pay had a mean of 2.83, which indicates a relatively low level of satisfaction. These results support that of Shurbagi and Zahari (2012) with all the facets of job satisfaction such

as supervision, benefits, rewards, operating procedure and co-worker's satisfaction. The results are also consistent with the study of Belias et al. (2015) which showed that employees are quite satisfied with their work, especially with their immediate superior, working conditions, and work itself.

Organizational Culture and Job Satisfaction
The Spearman's rank correlation coefficients between organizational culture and job satisfaction showed a significant positive relationship between the co-workers' dimension of job satisfaction and clan culture followed by adhocracy and hierarchy cultures while the least was for market culture. The highest significant positive Spearman's rank correlation coefficients between organizational culture dimensions and satisfaction was between the supervision dimension of job satisfaction and clan culture followed by adhocracy culture while the least was for market and hierarchy cultures. The relationship between organizational culture dimensions and perception of salary dimension of job satisfaction indicated a significant positive relationship between satisfaction with salary and clan culture followed by adhocracy and market culture while the least was for hierarchy culture.

Employees' Demographics and Perceptions of Organizational Culture and Job Satisfaction
The relationship between the demographics of the respondents and their perceptions of organizational culture showed a significant negative relationship between the educational level and the clan culture, while there was no relationship between the market culture, supervision, co-worker and the demographics data.

Managerial Implications

– Management needs to continue to study organizational cultural to continue to understand the cultural types and levels and to move for ones those are more suitable.
– The company needs to move from the current type of culture, which is market culture towards the most perceived significant type, which is clan. It needs to move from external focus, stability, control, achievement and production oriented towards internal focus, flexibility, human relations, and friendly oriented culture.
– Although there is no single type of culture that is the best in all environmental conditions that beside the company need to change to a clan culture, the company's management needs to focus on strengthening and make a balance on all of the four cultural dimensions described in this study.
– Managers need to continue to evaluate the employee's satisfaction level by conducting a regular employee satisfaction measures and try to understand the causes of the not satisfied or moderate satisfied employees, and adopt all the possible means and methods to gain their satisfaction.

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- Managers need to work more on improving employees' perceived satisfaction with their salaries and try to find the suitable organizational culture that would realize higher perceptual satisfaction level of employees with their salary.

Conclusion

Most employees perceived all types of organizational culture as important, but the dominating organizational culture type was the market culture. There was also a strong negative relationship between the educational level and the clan culture but there was no relationship between the market culture, and satisfaction of supervision, co-worker, with the demographic data. The highest degree of satisfaction existed with the co-worker dimension of job satisfaction, followed by satisfaction with supervision and reward. The most culture type that related to job satisfaction was the clan culture, which depends on friendly and like family working environment. The more employees were satisfied in their jobs, the higher would be their level of quality, productivity, commitment, wellbeing, and loyalty and the lower would be their rate of turnover. On another hand, the fewer employees were satisfied in their jobs, the less would be their productivity, work efficiency, performance, well-being, commitment, and loyalty, and the more would be their turnover rate.

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KULTURA ORGANIZACYJNA A SATYSFAKCJA Z PRACY W FIRMIE KOMUNIKACYJNEJ W KRÓLESTWIE BAHRAJNU

Streszczenie: Celem niniejszego badania jest określenie związku między kulturą organizacyjną a zadowoleniem z pracy w przedsiębiorstwie telekomunikacyjnym w Bahrajnie oraz ocena względnego znaczenia każdego wymiaru kultury organizacyjnej za pomocą modelu wartości klienta. Podstawowe dane zebrano za pomocą kwestionariusza, który został rozprowadzony wśród 400 pracowników za pomocą prostego losowego próbkowania. Wyniki pokazały, że ogólny poziom zadowolenia z pracy był umiarkowany, nadzór był najbardziej dominującym wymiarem satysfakcji z pracy, a dominującym typem kultury organizacyjnej była kultura rynkowa. Stwierdzono, że kultura klanowa jest istotnie związana z zadowoleniem z pracy i ma najwyższą korelację ze współpracującym wymiarem satysfakcji z pracy. Jednak respondenci, o różnych wartościach procentowych, mniej preferują pozostałe trzy typy kultury organizacyjnej, mianowicie adhokrację, rynek i hierarchię. W badaniu stwierdzono również silny negatywny związek między poziomem wykształcenia a kulturą klanu.

Słowa kluczowe: kultura organizacyjna, satysfakcja z pracy, ramy wartości konkurencyjnych (CVF), Królestwo Bahrajnu

巴林王国电信公司的组织文化和工作满意度

摘要：本研究的目的是研究巴林电信公司的组织文化与工作满意度之间的关系，并使用客户价值框架模型评估每个组织文化维度的相对重要性。主要数据是通过问卷收集的，该问卷使用简单的随机抽样分发给400名员工。结果表明，工作满意度总体水平适中，监督是工作满意度最主要的维度，主导组织文化类型是市场文化。发现家族文化与工作满意度显着相关，并且与工作满意度的同事维度具有最高的相关性。然而，不同百分比的受访者更不喜欢其他三种组织文化，即adhocracy，market和hierarchy。该研究还发现教育水平与宗族文化之间存在强烈的负相关关系。

关键词：组织文化，工作满意度，巴林和竞争价值框架(CVF)