

Relation of Organizational Culture with Job Satisfaction of Mazandaran Medical University

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Abstract: The optimization of organization is a very vast process in which factors such as organizational culture and job satisfaction are very important. Since we know the relationship between them, we can make great strides in recognizing effective factors on optimization of organization. Because of this, this research was carried out to determine the relationship between organizational culture and job satisfaction (two important factors in optimization organization) of the bachelors' central district in Mazandaran medical university. This research is a descriptive-cross-sectional study that intended statistical society of all the male and female staff in the headquarters of Mazandaran medical university were chosen that had the order of staff expert and their work place was in Sari that according to the current statistic, their number was 178 people and from this number, 117 people return the questionnaire completely. The tool of data gathering is three parts questionnaire that contains personal information, job satisfaction information and finally organizational culture that after gathering, the data was interred the excel program and was analyzed by the SPSS soft ware and T- test and person coefficient correlation. The results of statistical analysis showed that there is no meaningful correlation between age with job satisfaction and organizational culture. Between gender and job satisfaction, there is a positive correlation about P-value= 0.03 that is. There is no correlation between job record and job satisfaction and organizational culture. There is relation with the positive correlation (P= 0.00) between type of work, management coworkers, promotion and salary and benefits with job satisfaction. However, none of these variations had the correlation between organizational cultures and finally, there is no meaningful relationship between organizational culture and job satisfaction. The results of this study showed that promotion of job satisfaction and development of organizational culture are impossible without regard to effective variation on organization. The creation of the friendly atmosphere between coworkers, creation of systematic procedure about salary and benefits and promotion, development of cooperative management culture ad development of human resources that causes the knowledge, skill and awareness of staff can finally cause organizational efficiency, promotion of organizational culture and job satisfaction.

Key words: Organizational culture • Job satisfaction • Headquarters staff • Mazandaran

INTRODUCTION

We live in a world that has many complexities; the world that is with unlimited needs and limited resources. If we ignore the limitation of resources and facilities; we can do nothing about the fast changes in the environment. The life style needs and values of people, groups and organizations are overshadowed by these changes. The current condition of management in society shows the disability of organizations in predication and

confrontation with the changes and complexities and movement according to time conditions. The experiences of successful societies show that the most important method in this area is to use the careful scientific projects for identification of internal capabilities and abilities of organization and finally to utilize the strong points and to improve of weak points [1-4].

That the focus of research showed be according to what it points at, we must pay attention to the purpose of organization that is efficiency. Efficiency needs

preparation of different conditions of which the most important one is the human factor. The motivation of a human force for doing the assignments is the most important factor for efficiency. The motivation in relation with needs also forms job satisfaction [5, 6].

The researches show that only managers can prepare the causes of provision of staff needs and job satisfaction that can create a suitable environment in any organization [4]. Because the management conditions show that, only those managers are useful that know the cultural social and economic changes of their organization to lead towards suitable ways [5]. However, some of researchers believe that the most important duty of a manager is organizational culture and some of the others exceeded and believe that the culture is not something that belongs to the organization because culture is the organization itself [6-9]. However, we should pay attention that the factors of efficiency that we pointed out are inaction and reaction situations. For example, management culture is not only a subordinate of the top values on the structure of one organization, but also managers are the most important people that create the organizational culture and then transfer it [10-16].

Job satisfaction not only can be the subordinate to the organizational condition and culture, but also can influence on admission of organizational culture. In other words, if managers make a culture and suitable atmosphere with the staff, they can gravitate the high needs of the staff and their job satisfaction. The importance of organizational culture in job satisfaction of the Medical University, that is the most responsible and an organization of people's health in Mazandaran province, encouraged us to identify the efficiencies and deficiencies of it in this research and to take steps for optimization and integrated movement and suitability of the location and time conditions [17-24].

For this reason, this research was planned with the purpose of assignment in relation with organizational culture and job satisfaction (two important indexes of organizational efficiency) of employees of the university staff district working in Sari. The selection of this group is because of its essential role in the leadership and

the better implementation of decisions for the promotion of university organizational efficiency. with carrying out this research, we not only can distinguish the situation of organizational culture, but also we can motivate its relation with job satisfaction of encouraged human sources for implementation of duties that is a most important factor for the organizational efficiency. In addition to the increase, it can also be used in optimization of the organizational behavior in the above-mentioned organization and other similar cases.

MATERIALS AND METHODS

The research method was survey-research or ground finding that its statistical society chose from male and female staff of medical university headquarters that had bachelor's degrees, staff orders and worked in Sari. According to the current statistic, there were 178 people from which 117 people returned the questionnaire, completed. The research variable included job satisfaction: job satisfaction of headquarters experts from different aspect of their work, way of supervision that means co-workers, correct way of promotion, salary and perks that by 41 questions under the title of questionnaire, job satisfaction was measured with scale of meaningful difference.

Measurement tools: According to the research purposes, the best way of collecting necessary information was the questionnaire to collect the ideas of the expert in the university headquarters about organizational culture and job satisfactions. In order to achieve this purpose three questionnaires (personal information, job satisfaction and organizational culture) were used. The used questionnaire was the assessment questionnaire of Marshal Sashkin (QACO) organizational culture and job satisfaction questionnaire with a personal identification questionnaire. Parametric and non-parametric statistical methods were used in this research and the perceptive and descriptive statistics were used to organize, to abstract, to classify the row data, to describe the measurement of cases and to correlate between variables of regression.

Table 1: Amount of job satisfaction according to work district in headquarters on Mazandaran Medical University

Frequency Education major Of manager	High limit	Low limit	Average	Standard deviation
Supportive deputy	67.8	59.4	63.6	9.6
Cultural and Educational deputy	65.14	58.07	61.6	7.11
Health deputy	70.2	63.4	66.8	14.1
Care and Medicine deputy	72.8	50.9	61.9	13.9

Table 2: The condition of organizational culture according to work district in headquarters of Mazandaran Medical University

Work district Frequency	High limit	Low limit	Average	Standard deviation
Supportive deputy	57.5	52.5	55	8.5
Cultural and Educational deputy	60	54.8	57.4	5.1
Health deputy	58.3	52.4	55.4	5.8
Care and Medicine deputy	64.5	49.1	56.8	9.2

Table 3: The distribution of frequency in job satisfaction variables and averages thereof in relation to organizational culture and job satisfaction

Variables Frequency	Number	High limit	Low limit	Average	Standard deviation
Kind of work	117	100	36	77	14.5
Management	117	100	20	74.8	16.9
Co workers	117	94	20	68.3	13.9
Promotion	117	100	20	57.7	18.3
Salary	117	100	20	47.2	18.9
Organizational culture	117	70.6	39.3	56.4	6.6
Job satisfaction	117	96	38.6	65	12.4

Table 4: The distribution of job satisfaction variables according to work district (Kind work)

Level of confidence 95%				
Frequency Work district	Average	High limit	Low limit	Standard deviation
Supportive deputy	76.8	80.8	72.8	9.2
Cultural and Educational deputy	73.7	78.4	69.07	9.4
Health deputy	78.5	82.5	74.4	16.9
Care and Medicine deputy	73	85.5	60.4	14.9

Table 5: The distribution of job satisfaction variables (management) according to work district

Level of confidence 95%				
Frequency Work district	Average	High limit	Low limit	Standard deviation
Supportive deputy	68.3	76	60.6	18.7
Cultural and Educational deputy	72	81.5	62.5	19.1
Health deputy	77	81.3	73.5	15.9
Care and Medicine deputy	78.6	90.3	66.8	18.6

Table 6: The distribution of job satisfaction variables (co-workers) according to work district

Level of confidence 95%				
Frequency Work district	Average	High limit	Low limit	Standard deviation
Supportive deputy	69.4	75.6	63.3	14.1
Cultural and Educational deputy	36.6	67.2	60.1	7.1
Health deputy	69	72.6	65.3	15.1
Care and Medicine deputy	70.5	81.8	59.1	13.5

Table 7: The distribution of job satisfaction variables (promotion) according to work district

Level of confidence 95%				
Frequency Work district	Average	High limit	Low limit	Standard deviation
Supportive deputy	58.2	64.7	51.7	15.06
Cultural and Educational deputy	58.2	64.4	51.9	12.5
Health deputy	58.6	63.6	53.6	20.6
Care and Medicine deputy	48	62.6	33.3	17.5

Table 8: The distribution of job satisfaction variables (salary and benefits)

Frequency Work district	Average	Level of confidence 95%		Standard deviation
		High limit	Low limit	
Supportive deputy	45.2	50.8	32.6	12.9
Cultural and Educational deputy	40.3	45	35.7	9.3
Health deputy	50.6	55.8	45.4	12.5
Care and Medicine deputy	39.5	57.1	21.9	21.3

RESULTS AND DISCUSSION

Findings showed that there are relations between gender and job satisfaction, material statue and job satisfaction, kind of work and job satisfaction and between style of management and job satisfaction and kind of promotion and elevation between salary and benefits with job satisfaction. In addition, there are relations between levels of education and job satisfaction, employment situation and job satisfaction, record of employment and job satisfaction. Totally, 86.3% had the average of job satisfaction and 13.7% had the high organizational culture from job satisfaction. Also 66.7% had average of

Organizational culture and 33.3% had high organizational culture. In this research, there is a strong relationship between organizational culture and personal job satisfaction but here the personal differences are adjusting factors. In general, similarities between personal factors and organizational culture increase job satisfaction. For example, if organization has flexible structure, supervision is not strong and successful people are appreciated, the people will have job satisfaction (those that want personal success and prefer to have independence and freedom). Therefore, the staff job satisfaction works from the ideas that they have from organizational culture.

In this research, there was not a specific relation between two variables of age and job satisfaction that with regard to results of the previous research seemed as a relation between these two parameters. Hence, we must pay attention to other factors because, in spite of Bahrololom's research called relation between organizational culture and management style with job satisfaction of experts in physical education organization, there was a positive relation and about 1% was meaningful. However, other studies believed that these variables are opposite in teachers because correlation of these two variables were not meaningful and there was no relation between these two variables. The current research shows the relation with the positive correlation in the level of the staff educational degree from bachelor's

degree to Ph.D with the promotion of culture level in organization that in most cases in the previous researches was approval and had similarities [25].

As based on other investigations, about assigning the relation of organizational culture and job satisfaction, it is believed that there is a meaningful relation between education and organizational culture. It seems that one of the most important reasons of this similarity is the selection of people with higher degree in the higher levels of organization is that it will cause awareness and knowledge of these people from policies of organization for answering the needs and these relation. As the attendance of people with higher degree, show a better understanding of organizational culture over the hierarchy of official authority and for indicator of organization [24].

There is no specific correlation between the employment situation such as contractual official employment and this situation reported in most of the previous researches. As this theory was approved by Bahrololom [25] in the research about organizational culture and management style with job satisfaction of physical education bachelors in Tehran. It seems that the official staff has a better future for themselves but with the lack of benefits and outstanding salary differences in different employing situations (and this part needs a separate section for discussion) job satisfaction did not get meaningful in this group. However, it should be admitted that job satisfaction in the intended organization was more than normal and the situation of the studied staff was suitable by their own accounts.

The relation between gender and job satisfaction in the present research was positive and meaningful. The results of this comparison in the previous researches was contradictory, as Pourghaz [23] in his research believed that there is positive relation between organizational culture and job satisfaction.

The relation between staff organizational culture and educational major of manager that included medical sciences, management and so on was not observed but with regard to high average level of the staff with managers related to the management field than the other staff, this result can be obtained for the managers aware

of management sciences can be effective factors with consideration of organizational culture in adjustability, commitment to the goals of organization and better grasp of staff individual differences, therefore, they enhance the organizational culture in the realm of their responsibility and the aforementioned results were thus obtained. The current research indicates that there is a meaningful relation with positive correlation between salary and benefits, system of promotion and enhancement and the type of management with job satisfaction of the staff. These results in most of the previous researches were emphasized for example Hashemian [24] believed that salary and perks are some of the bases of job satisfaction in studying the influence of organizational culture and job satisfaction in formal members of the Islamic guardian army.

Bahrololom [25] believes that there is a meaningful correlation between organizational culture and management style with job satisfaction. Although in some studies, there is style are very important in creation of job satisfaction and in face the creation of salary and perks system of all the government staff leads to creation of fair payments, we can enhance the job satisfaction in the staff. The staff that believed that the managers are flexible and firm had more job satisfaction. As we can conclude that if managers create a continuous and irregular fair promotion and enhancement system, they can influence on the job satisfaction of the staff and increase the level of the staff satisfaction. In this research, there has been a meaningful relation with positive correlation between the staff situation and staff style with job satisfaction that also in this case almost all of these results were proven by the previous researches. Some works emphasized in the analysis of influence substantially on the level of the staff job satisfaction. As we mentioned in this research, the science, active, energetic and straightforward co-workers can create an atmosphere with better job satisfaction [18, 19-26].

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