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THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND JOB SATISFACTION AMONG PROFESSIONAL STAFF IN VIETNAMESE CONSTRUCTION COMPANIES

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ABSTRACT

In the context of the organizational environment, the relationship between organizational culture and employee job satisfaction has not been extensively explored and therefore, there has been still a big gap in academic research on these areas in Vietnam. For this reason, this study attempted to investigate whether the significant relationship existed between organizational culture and job satisfaction within Vietnamese construction companies. The sample was a total of 348 participants working for construction companies. Job Satisfaction Survey and Organizational Culture Survey were used to measure the level of job satisfaction and the perceptions of organizational culture. The correlation analyses showed that there were the strong and positive relationships between organizational culture and employee job satisfaction in Vietnamese construction companies.

KEYWORDS

Construction companies, Job satisfaction, Organizational culture, Vietnam.

INTRODUCTION

During the past few decades, organizational culture and job satisfaction have gained a great amount of attention from many researchers in both developed and developing countries, especially in Western countries. Previous studies (Deal & Kennedy, 1982; Wilkins & Ouchi, 1983) demonstrated that organizational culture could affect various aspects of organizational outcomes such as employee satisfaction, productivity, financial performance, customer satisfaction, and ethical behavior. In the early 1990s, researchers demonstrated that organizational culture significantly affected an organization, its employees' behavior, motivation, and financial performance (Holmes & Marsden, 1996). O'Reilly, Chatman, and Caldwell (1991) developed the Organizational Culture Profile to investigate the effect of person-organizational culture fit on outcomes - organizational commitment, job satisfaction, and turnover. Sheridan (1992) found an association between organizational cultural values and the rates at which new recruits voluntarily terminated their employment. Since 1986, with innovation policy and economic reform, Vietnam has gradually integrated into the world economy. Events that Vietnam joined ASEAN in 1995 and became the official member of WTO in 2007 have brought Vietnamese organizations a lot of opportunities and new challenges. Since then, the concept of organizational culture has introduced into Vietnam and become a hot topic, attracting the attention of numerous intellectuals, businesses and society. However, literatures and research works in these fields were still limited (Pham Quoc Toan, 2007; Pham Van Quay & Nguyen Duy Chinh, 2009) and only paused for translating books from foreign languages (Luu Van Huy, 2005). Additionally, research findings regarding organizational culture and job satisfaction that have been interpreted with a Western cultural background might not be suitable for organizations in Vietnam due to culture differences. Therefore, it was necessary to find out how employees in Vietnamese organizations perceived organizational culture and whether the relationship existed between organizational culture and employee job satisfaction based on demographic variables by examining some relevant variables.

REVIEW OF LITERATURE

Despite the long-standing debate among researchers around the relationship between organizational culture and job satisfaction, some supports for the relationship between two concepts have been found in various industries (Schneider & Snyder, 1975; Koberg & Chusmir, 1987; Sempene, Rieger, & Roodt, 2002; Daulatram, 2003; Sikorska-Simmons, 2005; Ladislav, 2007). Organizational culture and its relationship with job satisfaction were examined directly or indirectly in many studies comparing relationships among variables such as organizational climate, person-organization fit, employee motivation, turnover, and organizational commitment.

Putti and Kheun (1986) conducted the study to examine the relationship between organizational climate and job satisfaction in one of the departments in the Civil Service in Singapore. The sample included professional, technical, and administrative people. The overall finding of this study was that job satisfaction was highly correlated with organizational climate. According to Putti and Kheun (1986), a strong relationship existed between job satisfaction and the culture dimension of standards in the workplace. The researchers pointed out that employees were happy working in an environment where they feel safe and secure, and where they are associated with work of a high standard.

Sempene, et. al. (2002) conducted a study to determine whether a relationship existed between the variables of job satisfaction and organizational culture within a service organization. By using the Minnesota Satisfaction Questionnaire and the Organizational Culture Questionnaire delivered to the sample of 160 employees, a significant relationship between organizational culture and job satisfaction was found. The researcher stated that employee's perceptions of organizational culture might be useful in the prediction of employee's job satisfaction and the extent of employees' satisfaction in the workplace influenced the manner in which they perceive aspects of the organization's culture.

Daulatram (2003) conducted the empirical investigation to explore the impact of organizational culture types on job satisfaction in a survey of marketing professionals in a cross-section of firms in the U.S. Cameron and Quinn's model of organizational cultures comprising of clan, adhocracy, hierarchy, and market was utilized as the conceptual framework for analysis. The results indicated that job satisfaction levels varied across corporate cultural typology. Job satisfaction was positively related to clan and adhocracy cultures, and negatively related to market and hierarchy cultures. However, Daulatram (2003) noted that while overall job satisfaction in clan and adhocracy organizational culture types was higher than overall job satisfaction in market and hierarchy cultures, it did not imply that employee performance was correspondingly higher in adhocracy and clan cultures than in market and hierarchy cultures.

Lok and Crawford (2004) conducted a cross-cultural study to explore how organizational culture and leadership styles affect organizational commitment and job satisfaction in different national cultures. The participants of the study consisted of Hong Kong and Australian managers. The results of the study pointed out the Australian managers scored more highly the innovative and supportive culture measures, and on job satisfaction. They concluded that there were significant differences among national cultures with regard to organizational culture and job satisfaction. Most significantly, the researchers found that the impact of an innovative culture on job satisfaction was stronger with Australian sample than Hong Kong sample.

Zazzali, Alexander, Shortell, and Burns (2006) conducted a study in the U.S. to assess the extent to which the organizational culture of physician group practices is associated with individual physician satisfaction with the managerial and organizational capabilities of the groups. Organizational culture was conceptualized using the Competing Values framework, yielding four distinct cultural types. Physician-level data were aggregated to the group level to attain measures of organizational culture. Using hierarchical linear modeling, individual physician satisfaction with six dimensions of group practice was predicted using physician-level variables and group-level variables. Separate models for each of the four cultural types were estimated for each of the six satisfaction measures, yielding a total of 24 models. The researchers concluded that some dimensions of physician organizational culture were significantly associated with various aspects of individual physician satisfaction with group practice.

Ladislav (2007) conducted a study in Slovak to determine the relationship between job satisfaction and organizational culture by using correlation analysis. The survey sample consisted of 95 employees working in the public administrative organizations. Two test instruments used for this study were the Organizational Culture Assessment Instrument (OCAI) developed by Cameron and Quinn (1999) and the Job Satisfaction Survey designed by Spector (1994). The result of this survey pointed out that there was a relation between job satisfaction and some types of organizational culture, e.g. job satisfaction showed a significantly positive correlation with clan type of culture and a significantly negative one with market type of culture.

PURPOSE OF THE STUDY

The aim of this study was to investigate whether the relationship existed between job satisfaction and organizational culture in Vietnamese construction companies based on current position, age, gender, and length of employment within the organization.

RESEARCH QUESTION AND HYPOTHESES

Question: *Are there significant relationships between organizational culture scores and job satisfaction scores based on demographic variables?*

Null Hypotheses:

- H1.** *There is no significant relationship between job satisfaction scores and organizational culture scores based on current position.*
- H2.** *There is no significant relationship between job satisfaction scores and organizational culture scores based on age.*
- H3.** *There is no significant relationship between job satisfaction scores and organizational culture scores based on gender.*
- H4.** *There is no significant relationship between job satisfaction scores and organizational culture scores based on length of employment.*

RESEARCH METHODOLOGY

Quantitative research was used to examine the relationship among variables (Sekaran, 2005). Participants were asked to complete three questionnaires used to assess various components of organizational culture and job satisfaction: the Employee Demographic Survey (EDS), the Job Satisfaction Survey (JSS), and the Organizational Culture Survey (OCS). Correlation coefficient was used to examine the relationship between job satisfaction (JS) scores and Organizational Culture (OC) scores based on the demographic data.

POPULATION AND SAMPLE

The population of this study consisted of full-time employees working for construction companies in Vietnam. Such employees were construction engineers, site managers, project managers, and office staff. The selected construction companies were ranked at VNR500 list - Top 500 Vietnamese largest enterprises published by Vietnamnet newspaper in 2011. The sample size for this study consisted of 348 employees within construction sector. In order to ensure an adequate sample size, approx 1,200 survey packets were distributed to the employees and 348 valid ones were returned, for a response rate of 29.0%.

INSTRUMENTATION

The EDS was designed by the researcher to collect demographic information from the population. The EDS consisted of four items about the respondent’s current position, age, gender, and length of employment within the organization. The JSS designed by Spector (1994) was used for measuring the levels of job satisfaction. The JSS is a 36 item, nine- facet scale to assess employee attitudes about the job and aspects of the job. A summated rating scale format is used, with six choices per item ranging from "strongly disagree" to "strongly agree". Negatively worded items are 2, 4, 6, 8, 10, 12, 14, 16, 18, 19, 21, 23, 24, 26, 29, 31, 32, 34, and 36. A score of 6 representing strongest agreement with a negatively worded item is considered equivalent to a score of 1 representing strongest disagreement on a positively worded item, allowing them to be combined meaningfully. Scores with a mean item response (after reverse scoring the negatively-worded items) of 4 or more represents satisfaction, whereas mean responses of 3 or less represents dissatisfaction. Mean scores between 3 and 4 are ambivalence. Translated into the summed scores, for the 36-item total where possible scores range from 36 to 216, the ranges are 36 to 108 for dissatisfaction, 144 to 216 for satisfaction, and between 108 and 144 for ambivalent.

The OCS was designed by the researcher to measure organizational culture. Based on Shein’s model of organizational culture (Shein, 2004), this survey was locally developed for Vietnamese circumstances. The OCS asked participants to complete 30 items on a 5-point scale that produced interval data. To complete the survey, the respondents should indicate how much they agree or disagree with each of items. The respondents select from five choices ranging from a score “1” - disagree very much to a score “5” – agree very much by circling the appropriate number. Neutral score “3” should be used when the respondents are stuck in the middle and neither agree nor disagree with the statement. Scores with a mean response of 3 or more represent a strong culture, whereas a mean response of 3 or less represents a weak culture. Scores for total organizational culture, based on the sum of all 30 items, can range from 30 to 150. High scores from 90 to 150 indicate that the assumptions, values, or rules of the culture are widely shared and deeply held among members of the organization, representing a strong culture, whereas low scores from 30 to 90 represent a weak culture.

ANALYSIS AND INTERPRETATION OF DATA

Data collected from the test instruments were entered into the Statistical Package for the Social Sciences (SPSS), version 16.0 software and Microsoft Excel to evaluate descriptive statistics and percentages and to provide analysis to answer the research questions posed. The null hypotheses for this research study were tested at level of significant $\alpha = 0.01$ for Pearson correlation.

TABLE 1: A SUMMARY OF THE DEMOGRAPHIC DATA, JS MEAN SCORES, AND OC MEAN SCORES

Variables	Number	Percent	JS mean scores	OC mean scores
Current position:	348	100%	144.353	108.621
<input type="checkbox"/> Construction Engineer	133	38.22%	145.368	110.504
<input type="checkbox"/> Site/ Project Manager	67	19.25%	147.164	106.881
<input type="checkbox"/> Office Staff	148	42.53%	142.169	107.716
Age:	348	100%	144.353	108.621
<input type="checkbox"/> 18 – 30	151	43.39%	140.119	106.265
<input type="checkbox"/> 31 – 40	142	40.80%	146.781	110.550
<input type="checkbox"/> 41 and over	55	15.81%	149.709	110.110
Gender:	348	100%	144.353	108.621
<input type="checkbox"/> Female	88	25.29%	140.740	106.661
<input type="checkbox"/> Male	260	74.71%	145.580	109.285
Length of employment:	348	100%	144.353	108.621
<input type="checkbox"/> Less than 3 years	126	36.21%	144.603	108.643
<input type="checkbox"/> 4 to 7 years	149	42.82%	142.591	108.280
<input type="checkbox"/> 8 years or more	73	20.97%	147.521	109.290

NULL HYPOTHESIS TESTING

- H1.** *There is no significant relationship between job satisfaction scores and organizational culture scores based on current position.*

TABLE 2: A SUMMARY OF CORRELATION COEFFICIENT BETWEEN JS SCORES AND OC SCORES BASED ON CURRENT POSITION

Current position	N	Correlation coefficient between JS Scores and OC Scores	Findings
Construction Engineer	133	Pearson Correlation $r = 0.927^*$ P-value = 0.000	Significant
Site/ Project Manager	67	Pearson Correlation $r = 0.831^*$ P-value = 0.000	Significant
Office Staff	148	Pearson Correlation $r = 0.855^*$ P-value = 0.000	Significant

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

- For Construction Engineer: Pearson Correlation $r = 0.927$ and Significance P-value = 0.000. And this indicated that the relationship between JS scores and OC scores was significant, positive and strong. Therefore, H1 could be rejected at level of significant $\alpha = 0.01$.

- For Site/ Project Manager: Pearson Correlation $r = 0.831$ and Significance P-value = 0.000. And this indicated that the relationship between JS scores and OC scores was significant, positive and strong. Therefore, H1 could be rejected at level of significant $\alpha = 0.01$.

- For Office Staff: Pearson Correlation $r = 0.855$ and Significance P-value = 0.000. And this indicated that the relationship between JS scores and OC scores was significant, positive and strong. Therefore, H1 could be rejected at level of significant $\alpha = 0.01$.

H2. There is no significant relationship between job satisfaction scores and organizational culture scores based on age.

TABLE 3: A SUMMARY OF CORRELATION COEFFICIENT BETWEEN JS SCORES AND OC SCORES BASED ON AGE

Age Group	N	Correlation coefficient between JS Scores and OC Scores	Findings
18 – 30	151	Pearson Correlation $r = 0.830^*$ P-value = 0.000	Significant
31 – 40	142	Pearson Correlation $r = 0.865^*$ P-value = 0.000	Significant
41 and over	55	Pearson Correlation $r = 0.882^*$ P-value = 0.000	Significant

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

- For '18-30': Pearson Correlation $r = 0.830$ and Significance P-value = 0.000. And this indicated that the relationship between JS scores and OC scores was significant, positive and strong. Therefore, H2 could be rejected at level of significant $\alpha = 0.01$.

- For '31-40': Pearson Correlation $r = 0.865$ and Significance P-value = 0.000. And this indicated that the relationship between JS scores and OC scores was significant, positive and strong. Therefore, H2 could be rejected at level of significant $\alpha = 0.01$.

- For '41 and over': Pearson Correlation $r = 0.882$ and Significance P-value = 0.000. And this indicated that the relationship between JS scores and OC scores was significant, positive and strong. Therefore, H2 could be rejected at level of significant $\alpha = 0.01$.

H3. There is no significant relationship between job satisfaction scores and organizational culture scores based on gender.

TABLE 4: A SUMMARY OF CORRELATION COEFFICIENT BETWEEN JS SCORES AND OC SCORES BASED ON GENDER

Gender	N	Correlation coefficient between JS Scores and OC Scores	Findings
Female	88	Pearson Correlation $r = 0.834^*$ P-value = 0.000	Significant
Male	260	Pearson Correlation $r = 0.860^*$ P-value = 0.000	Significant

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

- For Female: Pearson Correlation $r = 0.834$ and Significance P-value = 0.000. And this indicated that the relationship between JS scores and OC scores was significant, positive and strong. Therefore, H3 could be rejected at level of significant $\alpha = 0.01$.

- For Male: Pearson Correlation $r = 0.860$ and Significance P-value = 0.000. And this indicated that the relationship between JS scores and OC scores was significant, positive and strong. Therefore, H3 could be rejected at level of significant $\alpha = 0.01$.

H4. There is no significant relationship between job satisfaction scores and organizational culture scores based on length of employment.

TABLE 5: A SUMMARY OF CORRELATION COEFFICIENT BETWEEN JS SCORES AND OC SCORES BASED ON LENGTH OF EMPLOYMENT

Length of employment	N	Correlation coefficient between JS Score and OC Score	Findings
Less than 3 years	126	Pearson Correlation $r = 0.866^*$ P-value = 0.000	Significant
4 to 7 years	149	Pearson Correlation $r = 0.839^*$ P-value = 0.000	Significant
8 years or more	73	Pearson Correlation $r = 0.869^*$ P-value = 0.000	Significant

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

- For 'Less than 3 years': Pearson Correlation $r = 0.866$ and Significance P-value = 0.000. And this indicated that the relationship between JS scores and OC scores was significant, positive and strong. Therefore, H4 could be rejected at level of significant $\alpha = 0.01$.

- For '4 to 7 years': Pearson Correlation $r = 0.839$ and Significance P-value = 0.000. And this indicated that the relationship between JS scores and OC scores was significant, positive and strong. Therefore, H4 could be rejected at level of significant $\alpha = 0.01$.

- For '8 years or more': Pearson Correlation $r = 0.869$ and Significance P-value = 0.000. And this indicated that the relationship between JS scores and OC scores was significant, positive and strong. Therefore, H4 could be rejected at level of significant $\alpha = 0.01$.

DISCUSSION, CONCLUSION, AND IMPLICATION

An important finding of this study indicated that there were the strong and positive relationships between organizational culture and employee job satisfaction in Vietnamese construction companies. When the company has a strong culture, the company will have a positive working environment, which impact strongly on employees, increasing the level of job satisfaction. The questions herein raised are what a strong culture is, and how to build a strong culture for the company. It is important for leaders to understand these matters and apply to their business. Therefore, this study suggests that company must focus on building organizational culture.

The research findings showed that employees under 30 years of age and with the length of employment under 7 years had a low level of job satisfaction. In fact, employees in these groups often change jobs and cause disturbance of human resources of the company. It is important to note that organizational leaders need to establish positive policies to attract and retain the employees for these groups.

The research also indicated that women had a lower level of job satisfaction than men had. Therefore, the company needs to consider and have separate policies for women to enable them to increase the level of job satisfaction and labor productivity.

The findings from this study were consistent with the previous research findings conducted in other countries, which was that organizational culture could affect various aspects of organizational outcomes such as employee job satisfaction, productivity, financial performance, customer satisfaction, and ethical behavior (Deal & Kennedy, 1982; Wilkins & Ouchi, 1983). Thus, this study adds to theory and extends the concepts of organizational culture and job satisfaction beyond the borders of Western countries and the United States. It could also apply to Eastern countries, such as Vietnam.

Based upon the results of this study, organizational leaders may be able to understand how and why their employees have dissatisfied or how to motivate employees in the workplace.

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APPENDIX

JOB SATISFACTION SURVEY

Paul E. Spector Department of Psychology, University of South Florida Copyright Paul E. Spector 1994, All rights reserved.		Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT							
1	I feel I am being paid a fair amount for the work I do.	1	2	3	4	5	6
2	There is really too little chance for promotion on my job.	1	2	3	4	5	6
3	My supervisor is quite competent in doing his/her job.	1	2	3	4	5	6
4	I am not satisfied with the benefits I receive.	1	2	3	4	5	6
5	When I do a good job, I receive the recognition for it that I should receive.	1	2	3	4	5	6
6	Many of our rules and procedures make doing a good job difficult.	1	2	3	4	5	6
7	I like the people I work with.	1	2	3	4	5	6
8	I sometimes feel my job is meaningless.	1	2	3	4	5	6
9	Communications seem good within this organization.	1	2	3	4	5	6
10	Raises are too few and far between.	1	2	3	4	5	6
11	Those who do well on the job stand a fair chance of being promoted.	1	2	3	4	5	6
12	My supervisor is unfair to me.	1	2	3	4	5	6
13	The benefits we receive are as good as most other organizations offer.	1	2	3	4	5	6
14	I do not feel that the work I do is appreciated.	1	2	3	4	5	6
15	My efforts to do a good job are seldom blocked by red tape.	1	2	3	4	5	6
16	I find I have to work harder at my job because of the incompetence of people I work with.	1	2	3	4	5	6
17	I like doing the things I do at work.	1	2	3	4	5	6
18	The goals of this organization are not clear to me.	1	2	3	4	5	6
19	I feel unappreciated by the organization when I think about what they pay me.	1	2	3	4	5	6
20	People get ahead as fast here as they do in other places.	1	2	3	4	5	6
21	My supervisor shows too little interest in the feelings of subordinates.	1	2	3	4	5	6
22	The benefit package we have is equitable.	1	2	3	4	5	6
23	There are few rewards for those who work here.	1	2	3	4	5	6
24	I have too much to do at work.	1	2	3	4	5	6
25	I enjoy my coworkers.	1	2	3	4	5	6
26	I often feel that I do not know what is going on with the organization.	1	2	3	4	5	6
27	I feel a sense of pride in doing my job.	1	2	3	4	5	6
28	I feel satisfied with my chances for salary increases.	1	2	3	4	5	6
29	There are benefits we do not have which we should have.	1	2	3	4	5	6
30	I like my supervisor.	1	2	3	4	5	6
31	I have too much paperwork.	1	2	3	4	5	6
32	I do not feel my efforts are rewarded the way they should be.	1	2	3	4	5	6
33	I am satisfied with my chances for promotion.	1	2	3	4	5	6
34	There is too much bickering and fighting at work.	1	2	3	4	5	6
35	My job is enjoyable.	1	2	3	4	5	6
36	Work assignments are not fully explained.	1	2	3	4	5	6

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ORGANIZATIONAL CULTURE SURVEY

PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT		Disagree very much	Somewhat Disagree	Neutral	Somewhat Agree	Agree very much
1	We willingly give our time to help others who have work-related problems.	1	2	3	4	5
2	Information is widely shared so that everyone can get the information.	1	2	3	4	5
3	We keep up with developments in the organization.	1	2	3	4	5
4	Cooperation across different parts of the organization is actively encouraged.	1	2	3	4	5
5	We view failure as an opportunity for learning and improvement.	1	2	3	4	5
6	Everyone believes that you can have a positive impact.	1	2	3	4	5
7	We avoid differences of opinion as much as possible.	1	2	3	4	5
8	Our organization really cares about benefits.	1	2	3	4	5
9	We always express loyalty toward the organization.	1	2	3	4	5
10	People show pride when representing the organization in public.	1	2	3	4	5
11	Authority is delegated so that people can act on their own.	1	2	3	4	5
12	My department can always provide quick response to the requests from other departments/other employees.	1	2	3	4	5
13	My supervisor is available to me when needed.	1	2	3	4	5
14	Our organization recognizes people for taking initiative.	1	2	3	4	5
15	There is continuous investment in the skills of employees.	1	2	3	4	5
16	There is a clear agreement about the right way and the wrong way to do things.	1	2	3	4	5
17	It is easy to coordinate projects across different parts of the organization.	1	2	3	4	5
18	People offer ideas to improve the functioning of the organization.	1	2	3	4	5
19	People from different parts of the organization share a common perspective.	1	2	3	4	5
20	There is an ethical code that guides our behavior and tells us right from wrong.	1	2	3	4	5
21	In our organization, teamwork occurs among individuals and between departments when necessary.	1	2	3	4	5
22	Customer input directly influences our decisions.	1	2	3	4	5
23	In our organization, there are proper policies and procedures to help us serve customers in a better way.	1	2	3	4	5
24	Our organization creates systems to measure gaps between current and expected performance.	1	2	3	4	5
25	New and improved ways to do work are continually adopted.	1	2	3	4	5
26	People give open and honest feedback to each other.	1	2	3	4	5
27	Ignoring core values will get you in trouble.	1	2	3	4	5
28	We have a shared vision of what the organization will be like in the future.	1	2	3	4	5
29	People understand what needs to be done to succeed in the long- run.	1	2	3	4	5
30	There is a clear mission that gives meaning and direction to our work.	1	2	3	4	5

*** Thank you for your time in completing this survey ***



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