

Relation between Organizational Culture and Job Satisfaction among Staff Nurses

Mahmoud Z. Mohamed (*), Samia M. Adam (**), Hanaa M. Abd-Rabou (***),
Nadia M. Ali (****)

(*) B.Sc. In Nursing.

(**) Professor of Nursing Administration.

(***) Assist. Prof of Nursing Administration.

(****) Assist. Prof of Nursing Administration.

Abstract

Background: Organizational culture is referred to simplistically as ‘the way things are done around here which sounds ritualistic. Job satisfaction is one of the factors that can affect the health of staff nurses. Organizations often cause job dissatisfaction among nurses in three mechanisms which include formal structure of organization, command and control leadership. **This study aimed to:** Identify the relation between organizational culture and job satisfaction among staff nurses. **Design:** A descriptive correlational design was used to conduct this study. **Setting:** The study was conducted at all inpatient departments in Sohag University Hospital which is located at Sohag governorate. **Subjects:** (114) staff nurses out of (284). They were selected randomly. **Results:** constructive culture is the highest organizational culture type as reported by staff nurses and less than fifth of participants had high level of job satisfaction. **Conclusion:** There was a statistically significant weak positive correlation between total organizational culture and job satisfaction. Also, it was concluded that age of nurses and marital status considered as factors that affect job satisfaction and organizational culture. **Recommendation:** Enhance nurses' organizational learning through designated in-service educational programs.

Keywords: Job satisfaction, Organizational Culture, Staff Nurses.

Introduction

Organizational culture is a multidimensional concept that has emerged independently in several disciplines ranging from social anthropology to organizational psychology. Organizational culture as a set of shared assumptions that guide what happens in organizations by defining appropriate behavior for various situations (Ravasi & Schultz, 2016).

Organizational culture includes norms, systems, vision, assumptions, beliefs, philosophy, and values that hold together, and is expressed in its self-image, affects the

way people and groups interact with each other, with clients, and future

expectations. Organizational culture can be defined as a set of specific behaviors, rules or norms (i.e. behavioral norms), which members believe they should adopt to survive and work within such an organization. These behavioral patterns can be productive or not and can lead to behaviors and attitudes that determine how the members approach their work and interact with each other (Cooke & Rousseau, 2016).

Organizational culture includes the behavioral norms and expectations that guide the way workers do their work in a particular work environment, while organizational climate refers to the perception of the psychological impact that the work environment has on a worker's individual well-being and functioning.

Organizational culture is an organizational-level construct and represents behavioral expectations and values **(Barr and Dowding, 2018)**.

Organizational culture is referred to simplistically as 'the way things are done around here which sounds ritualistic. It infers that organizational culture is not accepting of change and that the culture is static rather than evolving. It implies that new people entering in to an organization will continue to work in the existing way, rather than bringing new ideas and ways of working **(Deal and Kennedy, 2016)**.

The concept of job satisfaction is widely researched in the fields of psychology, sociology and organizational behavior for several reasons. For example, several studies suggest it is relevant to an individual's overall attitude towards life and affects his or her life as a whole. The concept of job satisfaction is a broad construct that encompasses job characteristics and work environment, job satisfaction refers to as how employees feel about different aspects of their job **(Adams & Bond, 2016)**.

Job satisfaction is one of the main issues of modern management. It takes interest in improving employee productivity and efficiency through the satisfaction they receive from their job attributes. Overall job satisfaction presents the attitudes and feelings of a person in terms of working conditions with which they are confronted. More specifically, job satisfaction includes how satisfied the person feels from a range of their job characteristics including the nature of their work as such, their remuneration the working conditions, and career development prospects **(Yeun, 2018)**.

Job satisfaction refers to the extent to which employees like their jobs, also defined as the attitude and feelings people have about their work. Thus, job

satisfaction is one of the most vital factors that define efficiency and productivity of human resources. Nurses constitute major professional group among healthcare workers **(Spetz, Burgess & Phibbs, 2017)**.

Job satisfaction defined as an attitude an employee has toward his or her work. Low job satisfaction resulting from work-related stress and declining physical functioning have played a significant role in attrition from nursing. job satisfaction defined as (often referred to as job satisfaction) as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" Employee needs and wants are satisfied when they perceive that rewards from the organization, including compensation, promotion, recognition, development, and meaningful work, meet or exceed their expectation **(Best & Thurston, 2017)**.

Nurses, as the health care professionals most actively engaged in direct patient care, especially those working in a hospital setting, are an important professional group that can influence the overall culture of a health organization positively or negatively **(Gifford et al., 2016)**. Accordingly, the culture of a health care organization can be a powerful characteristic that affects particularly hospital nurses' work environment, and enhances hospitals' ability to adapt to environmental change **(Shortell et al., 2016)**. However, establishing the exact relationship between job satisfaction, the type of culture that governs an organization and success or failure in achieving its objectives has not been simple **(Marcoulides and Heck, 2016)**. In addition, in complex organizations such as health services organizations, multiple professional groups might present multiple cultures and the interdependent aspects of each subculture within a large organization might not favor planned changes **(Bellou, 2016)**.

Significance of the study:

At Sohag University Hospital, the researcher observed, repeated absenteeism, poor nursing performance and lack of job satisfaction among staff nurses and suffering from labour pressures, including role struggles, role ambiguity, physical work environment, and lack of participation in decision-making, and the sense of staff that their superiors do not treat them with sufficient respect and appreciation. So, present study aims to identify the relationship of organizational culture and job satisfaction among staff nurses.

Aim of the study

This study aimed at identifying the relationship between organizational culture and job satisfaction among staff nurses through:

- Assessing types of organizational culture as perceived by staff nurses.
- Assessing level of job satisfaction as perceived by staff nurses.
- Finding out the relationship between organizational culture and job satisfaction among staff nurses.

Research questions:

Is there a relationship between organizational culture and job satisfaction among staff nurses?

Research design:

A descriptive correlational design was used in carrying out this study.

Setting:

The study was conducted at all inpatient departments in Sohag University Hospital which is located at Sohag governorate and affiliated to

Sohag University. This hospital is providing health service to a number of surrounding villages. The hospital consists of 23 departments in six buildings namely; Plastic surgery building, hemodialysis building, private building, oncology building, free building and Opid building.

Subjects:

The subject of this study included (110) staff nurses out of (284). They were selected randomly and was agreed to participate in the study.

The total number of staff nurses was (284). Sample size was calculated using the following equation:

$$n = \frac{N \sum_{j=1}^{23} N_j \sigma_j^2}{AN^2 + \sum_{j=1}^{23} N_j \sigma_j^2}$$

N: community size

A: Error rate

σ : Standard score corresponding to the level of significance 0.95

Tools of data collection:

The data were collected through using the following tools.

Tool (I): Organizational Culture Inventory:

This tool was adopted from (*Bosely, 2005*) and written in simple Arabic language based on scientific literature review to assess types of organizational culture in term of behavioral norms and expectations and included two parts as following:

Part I: personal characteristics:

age, sex, workplace, educational qualification, years of experience in nursing and marital status.

Part (II): It consisted of three dimensions, namely constructive, passive – defensive, aggressive defensive. It was ranged of 91 items.

- 1- Constructive cultural type includes 32 items which was divided into four norms namely: humanistic-encouraging (8 items) and affinitive (8 items) achievement (8 items), self-actualization (8 items).
- 2- Passive – defensive cultural type includes 28 items which was divided into four items namely: conventional (8 items) Approval (6 items), Dependent (7 items) and avoidance norms (7 items).
- 3- Aggressive – defensive cultural type includes 31 items which was divided into four norms namely: power (8 items) oppositional (8 items) competitive (8 items) and perfectionist (7 items).

❖ Scoring system:

Nurses responses from (always) to (never) were scored respectively from 5 to 1. The scores of the statements of each type were summed-up and the total was divided by the number of the items, giving a mean score for each type of culture. These were converted into percent scores. The organizational culture was considered high if the percent score was >70%, moderate if the percent score was 50-70% and low if the percent score was less than <50% based on (*Bosely, 2005; Mohamed, 2017*).

Tool (II): Job satisfaction scale:

This tool was developed for the purpose of assessing the level of job satisfaction among staff nurses. It was based on the scale proposed by *Tappen, (1995)* which is also guided by Herzberg

hygiene-motivation factors theory (1970). The scale was Modified and translated into Arabic language by *Said, (1999)* using *Webster's Dictionary, (1987)* as required. It included 77 items which were grouped under 8 components 4 for each of the two types of factors, namely administrative (hygienic) factors, and motivating factors.

I. Operational design

The operational design includes preparatory phase, pilot study, and field work.

• Preparatory phase:

A review of literature was done including current and past available literature covering the various aspects of the study variables using text books, articles, magazines and internet search, to be acquainted with and oriented about aspect of the research study.

• Pilot study:

A pilot study was conducted on 10 % (12 staff nurses) of the total study participants. The aim was to evaluate the study tools applicability, clarity and also served to estimate the time needed for each nurse to fill the questionnaires. Subjects included in the pilot study were later included in the study as there was no subsequent modifications in the study tools.

• Field work:

The actual field work was carried out from the 2nd week of November 2019 up to the end of February 2020. The researcher was available in the study settings 3 days per week in the study setting from 10 Am to 1 Pm by scheduled rotation. Data collection was done from nurses, who accepted to be included in the study after explaining the aim of the

study. Nurses asked to fulfill the study tools according to the availability of their free time throughout the day and some of nurses were allowed to fulfill the study tools at home to be received by the researcher in the next day. The average time required for fulfilling the two questionnaires was 30 minutes. Tools were collected and checked for completeness.

Ethical considerations:

Prior to the study conduction, approval was obtained from the scientific research ethical committee from Faculty of Nursing-Ain Shams University. In addition, the researcher met the director of the hospital and explained the aim of the study to gain their approval. All subjects were informed that participation in the study is voluntary, the collected data will be treated confidentially and the anonymity of each participant was assured by the allocation of a code number to the questionnaire sheets. Subjects were informed that this data and responses were used for the research purpose only. Each participant was also informed that he/she has right to withdraw from the study at any time without giving any reason.

Results

Table (1): shows that more than two fifths (42.7%) of participants were 25<30 years old, less than half (46.4%) of participants were school nurses more than half (59.1%) of participants were single, more than three quarters (77.3%) of participants had < 10 years of experience.

Table (2): shows that the constructive culture is the highest organizational culture type as reported by staff nurses (84.5%). While the lowest agreement was related to the aggressive defensive type (4.5%).

Administrative design:

An official letters requesting permission to conduct the study were directed from the dean of Faculty of Nursing-Ain Shams University to the hospital directors and nursing directors of Sohag University Hospital to obtain their approval to carry out this study. These letters included the aim of the study and photocopy from data collection tools in order to get the permission and help for collection of the data.

II. Statistical design:

Data entry and statistical analysis were done by using SPSS 20.0 statistically software package. Data were presented using descriptive statistics in the form of frequency distribution for qualitative variables, mean and standard deviation for quantitative variables. Cronbach alpha coefficient was calculated to assess the reliability of tools through their internal consistency. Pearson correlation was conducted to assess the relationship between quantitative variables; simple linear regression was conducted to assess the effect relationship. Statistical significance was considered at p-value < 0.05.

Table (3): shows that near three quarters (71.8%) of participants had low satisfaction regarding salary adequacy and near one third (32.7%) of them had high satisfaction regarding interpersonal relations.

Figure (1): shows that only 16.4% of participants had high level of job satisfaction, and more than one quarter (28.2%) of them had low level of job satisfaction.

Table (4): shows that there was a statistically significant weak positive correlation ($r = .189, v p = .048$) between total organizational culture and job satisfaction.

Table (1): participants' personal characteristics.

Personal characteristics	No.	%
Age:		
< 20 year	3	2.7
20< 25 years	42	38.2
25< 30 year	47	42.7
30< 35 year	13	11.8
35 years& more	5	4.5
Mean± SD=	28.85± 4.30	
Median=	27.5	
Qualification		
Nursing school	51	46.4
Nursing Institute	8	7.3
Nursing Bachelor	42	38.2
Post graduate studies	9	8.2
Marital Status		
Single	65	59.1
Married	40	36.4
Widowed	5	4.5
Years of experience in nursing		
< 10 years	85	77.3
10< 20 years	23	20.9
20-30 years	2	1.8
Mean± SD=	5.65± 5.25	
Median=	12.5	

Table (2): Levels of organizational culture dimensions (n=110).

Organizational culture dimensions	Low		Moderate		High	
	No.	%	No.	%	No.	%
▪ Total patterns of constructive culture	0	0	17	15.5	93	84.5
▪ Total pattern of passive defensive culture	0	0	55	50	55	50
▪ Total Pattern of aggressive defensive cultural style	5	4.5	79	71.8	26	23.6
▪ Total organizational culture	0	0	53	48.2	57	51.8

Table (3): Frequency distribution of job satisfaction dimensions (n=110)

Job satisfaction dimensions	Low < 33.37		Moderate 33.37- 66.7		High > 66.7	
	No.	%	No.	%	No.	%
Adequate salary	79	71.8	21	19.1	10	9.1
Appropriate administration	39	35.5	59	53.6	12	10.9
Interpersonal relations	23	20.9	51	46.4	36	32.7
Work conditions	52	47.3	51	46.4	7	6.4
Work itself	28	25.5	62	56.4	20	18.2
Achievement and advancement	28	25.5	63	57.3	19	17.3
Responsibility	13	11.8	76	69.1	21	19.1
Recognition	36	32.7	46	41.8	28	25.5
Total job satisfaction	31	28.2	61	55.5	18	16.4

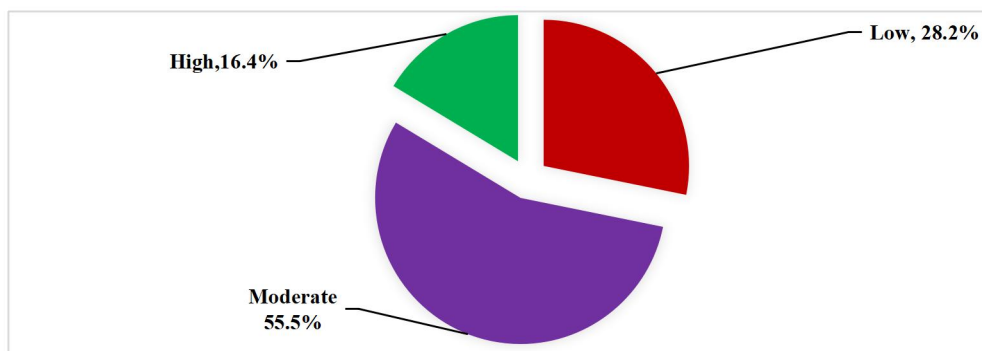


Figure (1): level of job satisfaction among staff nurses (n=110)

Table (4): Relationship between organizational culture and job satisfaction (n=110)

Total organizational culture	Pearson Correlation	Total job satisfaction
	R	.189*
	P	.048

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

Discussion

Nurses spend more of their hours at workplace; their organization's culture affects both their work lives as well as their personal lives. Organizational culture refers to the beliefs, ideologies, principles and values that the individuals of an organization share. This culture is a determining factor in the success of the organization. Organizational culture has the potential to enhance organizational performance, job satisfaction and enhance the sense of certainty about problem solving. If an organizational culture becomes incongruent with the changing expectations of internal and/or external stakeholders, the organization's effectiveness can decline (*Kamel and Aref, 2017*).

Job satisfaction refers to the general feelings of a person about his occupation and assessment of his job. Employees with higher job satisfaction are physically and mentally in good condition. The factors

affecting job satisfaction can be classified into four categories: organizational factors, environmental factors, the nature of work and individual factors. Job satisfaction for nurses has a far-reaching impact as nurses make up the largest portion of staff in most healthcare organizations. Therefore, nurses' job satisfaction is very important to both the organization and patients (*Al-Qahtani et al., 2020*).

The current study was a descriptive study, aimed to identify the relation between organizational culture and job satisfaction among staff nurses through: assessing types of organizational culture as perceived by staff nurses, assessing level of job satisfaction among staff nurses and finding out the relationship between organizational culture and job satisfaction among staff nurses.

In relation to levels of organizational culture dimensions, the current study showed that the constructive culture is the highest organizational culture type as

reported by staff nurses, while the lowest agreement was related to the aggressive defensive type. From the researcher point of view, this result may be due to nurses receive enough support from their organization.

This result was supported by *Badia et al. (2020)*, who had a study about Organizational Culture and Subcultures in the Spanish Nuclear Industry, stated that the "Constructive" cluster is the one that best defines the organizational culture, followed by the "Passive/Defensive" cluster, then "Aggressive/Defensive" was the lowest score.

In relation to nurses job satisfaction level regarding adequate salary, the current study showed that more than three quarters of the study participants had low level of satisfaction about overtime compensation is sufficient. While less than one fifth of them had high level of satisfaction about the incentive system is compatible with my work nature. From the researcher point of view, this result may be due to salary is considered main factors for job satisfaction and salary in governmental hospital very low.

This result was supported with *Mengistu and Bali, (2015)*, who conducted a study entitled " Factors associated to job satisfaction among healthcare workers at public hospitals of west Shoa zone, Oromia regional state, Ethiopia " and found that more than one fifth of nurses had high satisfaction regarding the item " My salary is fair compared to other staff with the same level of responsibility.

As regards to job satisfaction dimensions, the current study showed that near three quarters of participants had low satisfaction regarding salary adequacy and nearly half of them had moderate satisfaction regarding interpersonal relations and working condition. From the researcher point of view, this result may be due to

monthly salary for nurses is low in governmental hospital in relation to their work and effort.

This result was supported by *Badia et al. (2020)*, who stated that both of salary, interpersonal relationship and working conditions have higher mean value for the nurse job satisfaction. Another study carried by *Morsy and Sabra, (2015)*, who had a study about Relation between quality of work life and nurses job satisfaction at Assiut university hospitals, stated that majority of nurses were dissatisfied with payment they were getting from their job.

As regards total level of job satisfaction among staff nurses, the current study showed that more than half of the studied nurses had moderate level of job satisfaction. From the researcher point of view, this result may be due to salary, interpersonal relation and working condition is low and these factors effect on job satisfaction among nurses.

This result was supported by *Hazavehei et al. (2019)*, who stated that job satisfaction was average in the studied hospitals. Also, this study in line with the study performed by *Abbaschian et al. (2011)*, who had a study about Job satisfaction and its related factors among nurses in the Public Hospitals of Zanjan University of Medical Sciences, shown that the job satisfaction of hospital nurses is average and the allocation of welfare facilities, satisfaction with the work environment and improvement of reward are the factors that affect the job satisfaction.

Mohite et al. (2014), who had a study about Job satisfaction among nurses working at selected tertiary care hospitals, who stated that three quarter of nurses indicating high level of general satisfaction. On the other hand, almost three quarters of the sample felt dissatisfied or very dissatisfied with the rate of pay for nurses.

It was observed from the current study that there was a statistically significant weak positive correlation ($r=.189$, $p=.048$) between total organizational culture and job satisfaction. From the researcher point of view, this result may be due to a positive organizational culture enhances nurses satisfaction and was effective by increasing the interactions among colleagues in creating a positive working environment.

This finding was supported by *Hazavehei et al. (2019)*, who mentioned that there was a strong relationship between organizational culture and job satisfaction and the level of both are on average. Also, another study conducted by *Qazi and Kaur, (2017)*, who carried out a study about Impact of organizational culture on job satisfaction among the university faculty members—an empirical study, who mentioned that organizational culture and job satisfaction were found to be correlated significantly with job satisfaction.

Concerning the relation between participants' characteristics and their perception regarding organizational culture according to their age group, the present study revealed that there was a statistically significant difference ($f=4.543$, $p=.002$) in organizational culture according to participants' age group at $P < 0.01$. From the researcher point of view, this result may be due to a positive organizational culture and cooperation among nurses increasing with age and working experience of nurses.

This result was not agreed with *El Badawy et al. (2017)*, who carried out a study about The demographics' effects on organizational culture, organizational citizenship behavior and job satisfaction: Evidence from Egypt and Mexico, who reported that age did not have an effect on organizational culture at ($p > 0.05$) in Egypt and Mexico.

Conclusion

Based on the results of the present study, this study concluded that, the constructive culture is the highest organizational culture type as reported by staff nurses. Also, more than half of them had moderate level of job satisfaction. In addition, there was a statistically significant weak positive correlation between total organizational culture and job satisfaction. Also, it was concluded that age of nurses and marital status considered as factors that affect on job satisfaction and organizational culture.

Recommendation

Based on the findings of this study, the following recommendations are proposed:

- 1- Nursing supervisor should provide staff nurses with responsibility to solve problems by themselves.
- 2- Nursing administrator should improve the relationship between the staff nurses and their supervisors.
- 3- Enhance nurses' organizational learning through designated in-service educational programs.
- 4- Further researches are recommended as:
 - Effect of organizational culture on job satisfaction among staff nurses in both private and governmental hospital.
 - Relationship between organizational culture and nurses' performance.
 - Relation between job satisfaction and nurses performance.
 - Factors affecting job satisfaction among nurses.

Reference

- Abbaschian R., Avazeh A. & Rabi Siahkalis S. (2011):** Job satisfaction and its related factors among nurses in the Public Hospitals of Zanjan University of Medical Sciences, 2010. Preventive Care in Nursing & Midwifery Journal, 1(1), 17-24.
- Adams A, Bond S (2016):** Hospital nurses' job satisfaction, individual and organizational characteristics. Journal of Advanced Nursing, 32(3): 536-543.
- Al-Qahtani A., Stirling B. & Forgrave D. (2020):** The impact of job satisfaction on nurses' work lives: A literature review. QScience Connect, 2020(1), 1.
- Badia E., Navajas J., & Losilla J. (2020):** Organizational Culture and Subcultures in the Spanish Nuclear Industry. Applied Sciences, 10(10), 3454.
- Barr J. and Dowding L. (2018):** Leadership in Healthcare. London. Sage Publications.
- Bellou, V. (2016):** Identifying organizational culture and subcultures within Greek public hospitals. Journal of health organization and management, 22(5), 496-509.
- Best, M.F. & Thurston, N.E. (2017):** Canadian Public Health Nurses Job Satisfaction. Public Health Nursing, 23(3): 250–255.
- Bosley, C. (2005):** Organizational culture and student empowerment in baccalaureate nursing programs (Doctoral dissertation, Kent State University).
- Cooke, R. and Rousseau, D. (2016):** Behavioural Norms and Expectations: A quantitative approach to the assessment of organizational culture. Group Organ Stud 13: 245-273.
- Deal, T.E. and Kennedy, A.A. (2016):** Corporate Cultures: The Rites and results of Corporate Life. Reading. Addison-Wesley.
- El Badawy, T., Trujillo-Reyes, J. & Magdy, M. (2017):** The demographics' effects on organizational culture, organizational citizenship behavior and job satisfaction: Evidence from Egypt and Mexico. Business and Management Research, 6(1), 28.
- Gifford, B., Zammuto, R., Goodman, E., & Hill, K. (2016):** The relationship between hospital unit culture and nurses' quality of work life. Journal of Healthcare management, 47(1), 13-26.
- Hazavehei, M., Mohamed, S., Karimi-Shahanjarini, A., Hamidi, Y., Kharghani-Moghadam, S., Seif Rabiei, M. & Allmohamadi, S. (2019):** The Status of Organizational Culture and Job Satisfaction in Hamadan Specialty Hospitals. Journal of Clinical & Diagnostic Research, 13(4).
- Kamel, F. and Aref, M. (2017):** Staff nurses perception toward organizational culture and its relation to innovative work behavior at critical care units. American Journal of Nursing, 6(3), 251-260.
- Marcoulides, G. & Heck, R. (2016):** Organizational culture and performance: Proposing and testing a model. Organization science, 4(2), 209-225.
- Mengistu, M. and Bali, A. (2015):** Factors associated to job satisfaction

- among healthcare workers at public hospitals of west Shoa zone, Oromia regional state, Ethiopia: a cross sectional study. *Science Journal of Public Health*, 3(2), 161-167.
- Mohamed, N.A. (2017):** The Relationship between Organizational Culture and Occupational Stress among Staff Nurse. Unpublished Master thesis, Faculty of Nursing, Ain shams University.
- Mohite, N., Shinde, M. & Gulavani, A. (2014):** Job satisfaction among nurses working at selected tertiary care hospitals. *International Journal of Science and Research (IJSR)*, 3(6).
- Morsy, S. and Sabra, H. (2015):** Relation between quality of work life and nurses job satisfaction at Assiut university hospitals. *Al-azhar assiut medical journal*, 13(1), 163-171.
- Qazi, S. and Kaur, T. (2017):** Impact of organizational culture on job satisfaction among the university faculty members—an empirical study. *International Journal of Business and Social Science*, 8(3), 171-178.
- Ravasi, D., & Schultz, M. (2016):** Responding to organizational identity threats: Exploring the role of organizational culture. *Academy of management journal*, 49(3), 433-458.
- Said, Edward, W. (1999):** Out of place: A Memoir, Vintage Books, New York.
- Shortell, S., O'Brien, J., Carman, J., Foster, R., Hughes, E., Boerstler, H., & O'Connor, E. (2016):** Assessing the impact of continuous quality improvement/total quality management: concept versus implementation. *Health services research*, 30(2), 377.
- Spetz, J., Burgess, J. F., & Phibbs, C. S. (2017):** What Determines Successful Implementation Of Inpatient Information Technology Systems? *The American Journal of Managed Care*, 18 (3), 157-162.
- Tappen, R.M. (1995):** **Nursing leadership:** Concepts and practice. Philadelphia: F. A. Davis.
- Yeun, Y. (2018):** Job stress, Burnout, Nursing Organizational Culture and Turnover intention among nurses. *J. Korea Acad. Industr.*