

IMPACT OF ORGANIZATIONAL CULTURE ON JOB SATISFACTION; THE CASE OF SRI LANKAN LOCAL GOVERNMENT SECTOR

*SKS. Kankanamge,
Faculty of Management and Finance,
University of Ruhuna, Sri Lanka.
sandamalikumudika@gmail.com*

*AB Sirisena
Department of Marketing, Faculty of Management and Finance,
University of Ruhuna, Sri Lanka
amila@badm.ruh.ac.lk*

Abstract

Organizational culture is one of the most important factors in obtaining competitive advantage and sustainable performance for an organization. The organizational culture comprises a set of behaviors and attitudes of employees in the organization and it is the glue that keeps the organization together. This affects well-being, and functioning of the organization. Public sector organizations of Sri Lanka have long been criticized for their deep-rooted practices, which makes them inefficient and ineffective. Further research has revealed that employee dissatisfaction prevailing among these state sector organizations is one of the main reasons behind organizations not performing to their full potential. Thus, the focus of this study was to identify the impact of organizational culture on employee job satisfaction in state sector enterprises/ organizations in Sri Lanka. The conceptual model developed in the present study was based on Denison Organizational Cultural Survey (DOCS) which identifies four organizational cultural traits namely, involvement, consistency, adaptability, and mission as independent variables. While the dependent variable, employee job satisfaction was based on the Minnesota Job Satisfaction Questionnaire. Based on these two models, a structured questionnaire was developed and self-administered to a sample of 150, secondary level employees in the local government sector. The results show that the three traits measuring organizational culture, namely; involvement, adaptability, and mission were positively related to employee job satisfaction. While the consistency trait didn't show any significant impact on employee job satisfaction.

Based on the findings, it was concluded that organizational culture is important in determining and improving the level of employee job satisfaction, which is asserted by the positive contribution of involvement, mission, and adaptability towards employee job satisfaction.

Keywords: involvement, consistency, adaptability, mission, job satisfaction

Introduction

The organization represents a flexible system, which operates with internal and external surroundings (Biswas, 2015). Organizations fulfil the individual needs through collaborative working procedures and some indicators must be analyzed to see whether an organization is successful or not (Aydin and Ceylan, 2009). In a competitive environment, the employee is a key factor that determines organizational success (Shah, Memon, & Laghari, 2011). An organization needs to establish a culture to maintain its place in the market. Organizational culture should be developed to support the organization and to bring continuous improvement. If there is a flexible organizational culture, it provides a good working environment for employees, where they can work independently and easily, without any burden (Habib et al 2014; Sánchez-Báez, Fernández-Serrano & Romero, 2020). Culture includes beliefs, customs, norms, feelings, written or unwritten rules that come under the organizational policies and rules. Organizational culture is different from organization to organization and difficult to change. There are various methods to measure organizational culture (Marchalina, Ahmad & Gelaidan, 2020). To maintain its position in the industry, an organization needs to maintain a strong organizational culture (Habib et al., 2014).

Organizational culture is defined as “a pattern of basic assumptions, invented, discovered, or developed by a given group, as it learns to cope with its problems of external adaptation and internal integration, that have worked well enough to be considered valid and, therefore is to be taught to new members as the correct way to perceive, think, and feel about those problems” (Schein, 1988, p7). “Job satisfaction should be treated not only as a valued goal or end state, but also, as a dynamic process occurring primarily as an individual phenomenon, but having significant implications on society as well. In this view, becoming dissatisfied is an essential part of the motivations of individuals to alter themselves or their job environments in ways that serve personal, institutional, and societal purposes” (Seashore and Taber, 1975, p 366). “Organizational Culture” and “Employee Job Satisfaction” are the most widely used topics in the research field related to organizational success. There is a strong impact of organizational culture on employee job satisfaction and job satisfaction varies according to the various culture types (Lund, 2003). Many studies have been conducted on the concept of the relationship between organizational culture and employee job satisfaction (Lund, 2003; Oppong et al, 2017; Biswas, 2015; Bigliardi et al.2012).

In the current administrative system in Sri Lanka, it is very difficult to achieve better performance due to the inefficiency and ineffectiveness in government organizations (Samaratunge and Bennington, 2002). These organizations have been criticized due to the inefficiency and, many research findings have revealed that the inefficiency is rooted in Sri Lankan government organizations (Gunaruwan, 2015). Further, studies have shown that the Sri Lankan state sector has failed to deliver an efficient and effective service due to employee dissatisfaction (Sanjeewa and Herath, 2018). In the Sri Lankan context, studies have revealed that there is a significant positive relationship between organizational culture and employee job satisfaction in the insurance industry (Nadarasa, 2013). In addition, studies have evidenced that there is a significant positive relationship between organizational culture and job satisfaction among the banking sector employees in Sri Lanka (Weerasinghe, Senavirathna, & Dedunu,

2017). The ability of local governments to provide and maintain basic services, sound financial management, and well-managed development, has been severely reduced due to the inefficiency and ineffectiveness among the employees (Krishnamohan, 2016). Further, in local government organizations in Sri Lanka, employee job satisfaction is at a poor level (Selvakumaran et al., 2012; Samaratunge & Bennington, 2002; Gunaruwan, 2015). Even though many studies have revealed that there is a significant relationship between organizational culture and employee job satisfaction, yet there are very limited studies carried out based on the Sri Lankan government sector organizations despite its importance (Wickramasinghe, 2016; Velnampy, 2007). Therefore, to fill this contextual gap, this study was focused on identifying the impact of organizational culture on employee job satisfaction in the local government sector, Sri Lanka.

Literature Review

Organizational Culture

Organizational culture perception is a very significant concept from the 1980s (Zahid, Shaikh, & Zehra, 2017). It is a very specific predictor in investigating the effectiveness of the whole organization (Choi, Martin, & Park, 2008). The culture of an organization is a very effective controlling mechanism when determining employee behavior (Mehra, 2019). Culture affects decision making on personal living and it can be mentioned as a measurement that can be used to improve behaviors and attitudes of employees (Gull & Azam, 2012). Organizational culture is very difficult to change because, it could be largely unrecognized and also, previous values, patterns, and interpretations are very difficult to change and modify (Cameron, 1993). Organizational culture is an important factor when restructuring and modernizing the administration or service sector (Jung et al., 2009). Traditions and rules of the organizational culture play a leading role in the behaviors and living patterns of the employees (Gull & Azam, 2012). Organizational culture affects employees' behaviors, feelings, and thinking patterns (Cameron, 1993; Peeters, Denkers & Huisman; 2020). Culture is the collective learning gained through history and the culture can be considered as the property of the organization (Schein, 1988). Culture includes definitions, expectations, underlying assumptions, and values which are inherent characteristics of the organizations and their employees (Cameron, 1993).

Organizational culture evolved over a longer period of time, has been strongly rooted in the organizational system (Sempane, Rieger, and Roodt, 2002). Organizational culture helps to separate and identify members of the organization from one another (Biswas, 2015). Organizational culture is the glue that maintains an organization properly (Qazi, Miralam, and Bhalla, 2017). Culture can be considered as collective learning, which passes to the newcomers in the organization (Schein, 1988). Organizational culture determines how the business should be conducted in an organization (Sempane et al., 2002). Usually, in many organizations, there are three types of organizational cultures namely bureaucratic, innovative, and supportive (Alvi et al., 2014). The concept of organizational culture can be considered as one of the compasses, which provides direction to the institution (Belias et al., 2015). Organizational culture differs from one another, with characteristics, ranging from inner procedures and policies to customer interactions and public relations (Ahamed and Mahmood, 2015). Organizational culture is one

of the powerful tools that contains many facets of the workplace and it affects the business functions of an organization (Nayak and Barik, 2013). Firms that obtain higher productivity through the employees, normally have a culture that values and supports the worth of employees (Barney, 1986). The organization can be defined by its culture since culture contains beliefs and collective ideology of the organizational employees (Pathardikar and Sahu, 2011). Organizational culture affects retention, commitment, and job satisfaction of employees. Culture can be recognized as the factor which moves the life of the organization forward (Qazi et al., 2017). When there is a strong organizational culture, it helps newcomers to take advantage of the competition. Organizational culture significantly affects organizational performance. As the personality is for the individual, culture is for the organization (Post, Coning and Smit, 1997). Organizational culture is a very important and intangible resource with barriers to imitate, having powerful impact on organizational performance (Joseph and Kibera, 2019).

Dimensions of Organizational Culture

Organizational culture can be categorized using 15 dimensions, such as conflict resolution, culture management, customer orientation, disposition towards change, employee participation, goal clarity, human resources orientation, identification with the organization, locus of authority, management style, organization focus, organization integration, performance orientation, reward orientation and task structure (Post et al., 1997). To understand the organizational culture, all the components need to be categorized and know the patterns and consistencies which suggest specific norms, behaviors, and values (Cronley, 2011). The organizational culture can be measured by; Risk-taking and innovation; Attention for details; Orientation for results or outcomes; Competitiveness and aggressiveness; Supportiveness; Emphasis towards rewards and growth; Team orientation and collaboration; Decisiveness (O'reilly, Chatman, & Caldwell, 1991).

There are four distinctive types of organizational culture and those are the clan aspect of culture, adhocracy aspect of culture, market aspect of culture, and hierarchy aspect of culture (Cameron, 1993). In the Clan aspect of culture, people feel comfortable while working and, share the works with other co-workers easily (Gull and Azam, 2012). The Adhocracy aspect of culture can be characterized as a creative, entrepreneurial, dynamic, risk-oriented, innovative, experimental, and visionary one (Cameron, 1993). In the market aspect of culture, market success, and achieving goals enhance organizational effectiveness. Also, the organization externally focuses on the market and the customers, and stability supports the goal achievement (Choo, 2013). The last cultural type is the hierarchy aspect of culture and here, an organization is a structured and formalized place, employees are governed by well-defined rules/ procedures and leaders are efficiency experts, good coordinators, and maintain a smoothly running organization and concern more on efficiency, predictability, and stability (Cameron, 1993).

There is another dimension of culture according to four traits in Denison's (1995) model, there are involvement, consistency, adaptability, and mission (Denison and Mishra, 1995). The highly performed organizations have engaged and empowered employees (involvement), promote behavioral consistency with core values and coordinating actions

(consistency), take actions by translating the demands of the organizational environment (adaptability), and also provide a clear direction and a purpose (mission) (Denison, Nieminen, and Kotrba, 2012). Consistency and involvement traits mostly focus on internal integration, while adaptability and mission traits mostly focus on the external adaptation (Denison & Mishra, 1995). Each trait consists of three indexes that show the specific facets of the traits (Denison et al., 2012). Traits namely, involvement and adaptability are related to the changing capacity of the organization and, consistency and mission traits focus on keeping the organizational capacity predictably and stably over time (Denison and Mishra, 1995).

Job Satisfaction

Job satisfaction can be considered as the perception of employees about employee relations, promotion opportunities, and the working environment (Belias and Koustelios 2014). It is the psychological state of an individual on how he feels about work (Said et al. 2020). Job satisfaction has various diversifications such as co-worker relationships, evaluation, communication, growth opportunities, degree of influence, rewards, supervision, and job design (Choi et al., 2008). Responses of employees on job satisfaction are very important for organizational success and well-being (Gull & Azam, 2012). Job satisfaction can be measured by the individual's evaluation and perception of the own job and perception has been affected by the distinctive circumstances of employees such as expectations, needs, and values (Sempane et al. 2002). Organizations must concern more about determining the levels of employee job satisfaction because if employee satisfaction is high, it will increase employee productivity levels, thus enhancing organizational performance (Gull and Azam, 2012).

The psychological state of employees is reflected by employee job satisfaction, and it affects the employee job performance (Li & Zhang, 2013). Measuring job satisfaction is a difficult thing since it depends on the cognition of each employee's characteristics (Gull & Azam, 2012). Employees are more satisfied and motivated in the organizational environment when they aim at growing professionally and personally (Sharma, 2017). Job satisfaction can be influenced and predicted by perceptions of workers on organizational culture, especially in social support and leadership (Belias and Koustelios, 2014). A construction that consists of the employees' determinations on various job elements can be considered as job satisfaction (Biswas, 2015). In the current turbulent environment, it is very important to consider employee job satisfaction as one of the key factors in organizational efficiency and effectiveness (Bigliardi et al., 2012). Job dissatisfaction causes adverse effects such as apathy work, absenteeism, morale reduction, losing motivation, etc. (Davoodalmousavi, 2013). Employee satisfaction affects the implementation of corporate strategy (Bigliardi et al., 2012). Organizational reputation significantly affects employee job satisfaction and the bad reputation of the company negatively affects the market position, job satisfaction, and employee motivation (Sharma, 2017).

Job Satisfaction & Organizational Culture

Organizational cultures are more positively affected by personal achievement if employees have given more entrepreneurial and dynamic skills and more sense of job

satisfaction in their respective job roles (Belias and Koustelios, 2014). Organizational culture significantly affects employee satisfaction (Choi et al., 2008; Candra, 2019; Mehra, 2019). If the organizational cultural level is strong, it will result in a higher level of employee job satisfaction and it results in boosting the altitude of employee efficiency (Zahid et al., 2017). If the culture of an organization is strong, compatible, consistent and if it represents employee demands, it increases employee job satisfaction (Davoodalmousavi, 2013). Organizational culture can be uplifted to facilitate organizational goals and employee job satisfaction (Sempane et al., 2002).

It has been proved that organizational culture affects the job satisfaction of employees (Nayak & Barik, 2013). Preferred cultural values of employees affect their job satisfaction (Belias and Koustelios, 2014). Those values of the organizational culture are job enthusiasm, good organizational reputation, growth opportunities, and fairness (Sharma, 2017). Job satisfaction can be used to predict an employee's perception of organizational culture (Sempane et al., 2002). By providing satisfactory environmental and working conditions, the levels of job satisfaction among employees could be enhanced (Belias and Koustelios, 2014). In organizations, the organizational culture and employee job satisfaction have received special attention and these are the major components determining the organizational effectiveness and performance (Nayak & Barik, 2013). Organizational culture plays a big role in shaping the career life of workers and culture regulates the directions, which are related to tactics (Zahid et al., 2017).

Research Methodology

The Study

In this study, positivism is the research philosophy, because, in the positivist approach, it uses an existing theory to develop the hypotheses. Further survey method was considered as the research strategy of this study where a questionnaire was used to collect data from the respondents. The sample was selected using a simple random sampling method. Data were collected from 150 secondary level employees of the local government organizations in Matara district namely, Weligama Pradeshiya Sabha, Weligama Urban Council, and Matara Municipal Council. Prior to the collection of data, a pilot study was conducted using 10 respondents and minor adjustments were made to the questionnaire.

Conceptual Model and The Questionnaire

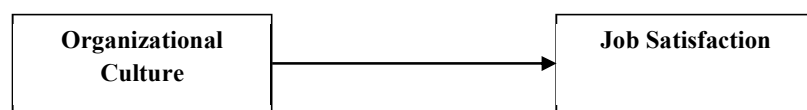


Figure 1. Conceptual Framework (Source: Developed based on literature review)

As per figure one Organization culture considered as an Independent variable and Job satisfaction considered as the dependent variable. Denison's organizational cultural survey (DOCS) which was developed by Gillespie et al. (2008) was used to measure the organizational culture and it consisted of 36 questions. Minnesota satisfaction questionnaire (MSQ) which was developed by Martins & Proenca, (2012) was used to measure employee job satisfaction and it consisted of 10 questions. The 46 statements were measured using 5 points Likert scale. The questionnaire was developed in English and was translated to Sinhala by a language expert. Table 01 provides detailed operationalization.

Table 1. Operationalization of variables.

Variable	Item Description
Involvement (Gillespie et al, 2008)	Decisions are usually made at the level where the information is available
	Most employees are highly involved in their work
	Everyone believes that he or she can have a positive impact
	Working in this organization is like being part of a team
	the organization relies on horizontal control and coordination than hierarchy
	Teams are the primary building blocks of this organization
	Authority is delegated so that people can act on their own
	This organization continuously invests in the skill development of employees
Consistency (Gillespie et al, 2008)	Problems often arise because we do not have the skills to do the job
	The leaders and managers follow the guidelines that they set for the rest
	There is a clear and consistent set of values that governs business
	This organization has an ethical code that guides our behavior
	There is a clear agreement about the right way and the wrong way to do things
	It is easy to reach consensus, even on difficult issues
	We often have trouble reaching agreement on key issues
	Working with someone from another part of this organization is difficult*
Adaptability (Gillespie et al, 2008)	It is easy to coordinate projects across different parts in this organization
	There is good alignment of goals across levels of this organization
	This organization is very responsive and changes easily
	Different parts of the organization often cooperate to create change
	This organization continually adopts new and improved ways to do work
	Customer comments and recommendations often lead to changes
	Customer input directly influences our decisions
	We encourage direct contact with customers of our people
Mission (Gillespie et al, 2008)	We view failure as an opportunity for learning and improvement
	Learning is an important objective in our day-to-day work
	We usually coordinate our actions and efforts between different units
	This organization has long-term purpose and direction
	The organization has a clear mission that gives meaning and direction to work
	This organization has a clear strategy for the future
	There is widespread agreement about the goals of this organization
	Leaders of this organization set goals that are ambitious, but realistic
	The leadership has clearly stated the objectives we are trying to meet
	We have a shared vision of what this organization will be like in the future
	Leaders of this organization have a long-term orientation
	Ability to meet short-term demands without compromising long-term vision
	The chance to work alone on the job

Job	The chance to do different things from time to time
Satisfaction	The chance to be "somebody" in the community
(Martins &	The way my boss handles his/her workers
Proenca,	The competence of my supervisor in making decisions
2012)	The chance to tell people what to do
	The chance to do something that makes use of my abilities
	The freedom to use my judgment
	The chance to try my methods of doing the job
	The praise I get for doing a good job

Hypotheses Development

The first hypothesis developed for the study was in relation to the involvement aspects of culture and job satisfaction. Involvement or participation leads to responsibility, ownership, and organizational commitment to work with autonomy (Denison & Mishra, 1995). Further several studies have revealed that there is a strong positive impact of employee involvement on employee job satisfaction (Adham, 2014; Scott, Bishop, & Chen, 2003; Bhatti & Qureshi, 2007). Therefore, the study stated that there is a positive significant relationship between employee involvement and employee job satisfaction.

The second hypothesis of the study deals with the consistency aspect of culture. According to literature, it was found that there is a significant relationship between organizational consistency and employee job satisfaction (Xie, Chen, & Chen, 2014; Alghiani & Ghahremani, 2016; Jiang, Sun, & Law, 2011). Based on the above factors, the second formed hypothesis states that there is a positive significant relationship between organizational consistency and employee job satisfaction.

Adaptability means the capacity of the organization to change, according to the external conditions (Gillespie et al., 2008). Several studies revealed that organizational adaptability significantly and positively affects employee job satisfaction (Coetzee & Stoltz, 2015; Cullen, Edwards, Casper, & Gue, 2014; Sony & Mekoth, 2016). Accordingly the hypothesis which states that there is a positive significant relationship between organizational adaptability and employee job satisfaction was developed.

Several studies revealed that organizational mission significantly affects employee job satisfaction (Yazhou & Jian, 2011; Davoodalmousavi, 2013; Kantabutra & Avery, 2009). Therefore it was hypothesized that there is a positive significant relationship between organizational mission and employee job satisfaction.

Reliability of the Questionnaire

Measuring the reliability is important even through the questionnaire was adapted from the established research because, instruments developed in previous research sometimes do not match when applied in other studies (Chau & Hu, 2002). In this study, the reliability of scale items was tested using Cronbach Alpha. Accordingly, all variables except involvement have

registered values above 0.8, confirming the reliability (Field, 2009). Even involvement comes quite closer (0.793).

Threats of multicollinearity

When considering the relationship between variables, Table 02 shows that the variables are significantly correlated with one another (sig. level $p < 0.01$). Here the highest correlation recorded was 0.856 and it was between mission and adaptability. Even though only higher correlations (0.90 or above) could be caused through the multicollinearity effect and considered unacceptable, the researchers decided to conduct the Variance Inflation Factor (VIF) test to ensure that there are no threats from multicollinearity. VIF values (Involvement=2.593, Consistency=2.987, Adaptability=4.501, Mission=4.128) are below even the conservative estimate of 5 and well below the general estimate of 10 which is the common cutoff threshold for multicollinearity problems (Hair Jr, Black, Babin, & Anderson, 2010). Thus, the findings confirm that there are no threats from multicollinearity.

Table 2: Correlation

	Involvement	Consistency	Adaptability
Consistency	.752***		
Adaptability	.658***	.688***	
Mission	.567***	.685***	.856***

Source: survey data, 2019

Data Analysis and Discussion

Demographic characteristics and respondent perception on organizational culture

To test the demographic impact on variables, F-test, and independent-sample t-test were used. The first variable to be tested was the influence of designation on respondent perception. Accordingly, results reveal that there is a significant difference among different designation holders with respect to the consistency ($f=2.595$, $\text{sig}=0.039$), mission ($f=3.226$, $\text{sig}=0.014$), and job satisfaction ($f=2.793$, $\text{sig}=0.028$).

As far as the age differences are concerned it was found that the only significant difference among age groups was recorded concerning 'mission' ($f=2.905$, $\text{sig}=0.037$). Respondents perceive involvement ($f=3.515$, $\text{sig}=0.032$) and consistency ($f=3.182$, $\text{sig}=0.044$) differently based on their civil status. Education level influences the way respondents perceive the consistency aspect of the organizational culture ($f=5.075$, $\text{sig}=0.002$). Interestingly experience in the workplace as well as gender does not influence the way respondents perceive organizational cultural dimensions.

Regression model

This regression model shows the variance in employee job satisfaction, explained by the selected independent variables: involvement, consistency, adaptability, and mission.

According to table 3, around 58% of the variation in employee job satisfaction is explained by the organizational cultural dimensions. Table 4 provides evidence that the regression model is statistically significant.

Table 3: ANOVA Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	Sig. F Change
1	.760 ^a	.577	.566	.40079	.577	49.526	.000

a. Predictors: (Constant), Mission, Involvement, Consistency, Adaptability Source: *Survey Data (2019)*

Table 4: ANOVA model

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	31.822	4	7.955	49.526	.000 ^a
Residual	23.292	145	.161		
Total	55.114	149			

a. Predictors: (Constant), Mission, Involvement, Consistency, Adaptability

b. Dependent Variable: Job Satisfaction Source: *Survey Data (2019)*

The strength of every independent (predictor) variable, which influences the dependent (criterion) variable, can be monitored by the standardized Beta coefficient. Therefore, the coefficient explains the average change in the dependent variable, which is caused, by a unit change in the independent variable. Accordingly, the mission is the most contributing independent variable when predicting employee job satisfaction with a B value of 0.268. This means that one unit change in the mission-related elements will increase job satisfaction by 0.268 units.

Table 5: Coefficients of the regression model

Model	Un-standardized Coefficients		Standardized Coefficients	
	B	Std. Error	Beta	Sig.
1 (Constant)	.275	.240		.254
Involvement	.287	.096	.260	.003
Consistency	.114	.104	.102	.274
Adaptability	.257	.127	.231	.045
Mission	.242	.099	.268	.016

Source: *survey data, 2019*

The other organizational traits according to the descending order of standardized coefficients are discussed below. Involvement beta value 0.260 (p-value <0.05), which means when the involvement aspect of culture changes by one point, job satisfaction will increase by 0.260. Adaptability & Involvement (with respective B values of 0.260 & 0.231) contribute towards

increasing job satisfaction ($p\text{-value} < 0.05$). However, due to statistical insignificance, the findings of the study cannot be used to comment on the impact of the consistency aspect of the culture on job satisfaction. Table 05 will provide more information on this.

Conclusion and Implications

Based on the regression results, the study was able to accept three out of the four hypotheses proposed. Table 6 provides a summary of the hypothesis testing.

Table 6: Summary of the hypothesis testing

No	Hypothesis	Beta	Sig.	Result
H1	There is a positive significant relationship between Involvement and Employee Job Satisfaction.	0.260	0.003	Supported
H2	There is a positive significant relationship between Consistency and Employee Job Satisfaction.	0.102	0.274	NS
H3	There is a positive significant relationship between Adaptability and Employee Job Satisfaction.	0.231	0.045	Supported
H4	There is a positive significant relationship between Mission and Employee Job Satisfaction.	0.268	0.016	Supported

Source: survey data, 2019

Implications

Involvement means, empowering the employees, building the organizations around teams, and development of human capability at all levels (Denison et al., 2004). The hypothesis, which was developed in relation to with involvement, was supported through the regression analysis. Several studies have analyzed the impact of involvement on employee job satisfaction. Adham, (2014) has stated that there is a strong positive impact on employee involvement on employee job satisfaction, based on research done in a European consultation company. Scott, Bishop, & Chen, (2003) have also identified that employee involvement highly affects employee job satisfaction based on a study conducted in the U.S. invested production company in China. A study conducted with employees in the oil & gas, banking & telecommunication sectors in Pakistan, revealed that employee involvement highly contributes to employee job satisfaction (Bhatti & Qureshi, 2007). Alghiani & Ghahremani (2016) identified that there is a strong positive relationship between involvement and employee job satisfaction, based on a study conducted in Iran, the ministry of education. Further, Davoodalmousavi (2013) revealed that there is a positive impact of involvement on employee job satisfaction, according to a study conducted with employees in biotechnology companies in Iran.

Consistent cultures are strong cultures, which have a powerful source of internal integration and stability that results from a high degree of conformity and a common mindset (Denison et al., 2004). The study could not establish a relationship between consistency and job satisfaction.

However, several studies highlight the relationship between consistency and employee job satisfaction. Jiang et al. (2011) revealed that there is a significant relationship between consistency and employee job satisfaction, based on the results of a study conducted in four service sector organizations in China. According to a study conducted with employees in the ministry of education in Iran, it was revealed that there is a significant relationship between organizational consistency with employee job satisfaction (Alghiani & Ghahremani, 2016). Also, a study conducted with employees in the auto industry in China, revealed that there is a significant positive impact of organizational consistency with employee job satisfaction (Xie et al., 2014). Despite all these evidences, another study conducted in the Sri Lankan context by Nadarasa, (2013) also could not establish a relationship between consistency and employee job satisfaction, the study was conducted in the insurance industry, Sri Lanka. Therefore, researchers recommend more research into this area to clear the ambiguity.

Adaptable organizational cultures continuously change with the system and because of that, they improve the collective abilities of the organization and can add value to their customers (Denison et al., 2004). The current study also found a positive relationship between adaptability and job satisfaction. According to Coetzee and Stoltz, (2015), a study conducted in the South African automotive industry also found that organizational adaptability significantly and positively explains employee job satisfaction. Furthermore, Alghiani & Ghahremani (2016) identified that there is a strong positive relationship between adaptability and employee job satisfaction, based on a study conducted in Iran, the ministry of education. Another study conducted in the United States retail stores by Cullen et al., (2014) also revealed that adaptability highly affects employee job satisfaction.

Mission means the organizational direction and purpose that defines strategic objectives and organizational goals, which expresses how the organization will look in the future (Denison et al., 2004). The result of the present study confirmed that the mission has a direct and significant effect on employee job satisfaction among the local government employees in Sri Lanka. The result of this study confirms previous findings reported in several studies. According to Kantabutra and Avery, (2009), the organizational mission significantly affects employee job satisfaction. Further, a study conducted with employees in nonprofit organizations in China revealed that organizational mission positively influences employee job satisfaction (Yazhou & Jian, 2011). The same relationship was also found by several other researchers in the field (eg: Davoodalmousavi, 2013; Alghiani and Ghahremani 2016).

It is evident that if the organization has a clearer sense of direction and purpose which defines strategic objectives and organizational goals, employees are more satisfied. In addition, organizational ability in investing the skill development of employees to meet ongoing business needs and working cooperatively towards common goals to which all employees feel accountable will elicit the employee job satisfaction. Here, the ability to create adaptive changes, quickly reacting according to the current changes and, the organizational ability in gaining knowledge, encouraging innovation, and developing capabilities are the reasons for the satisfaction of employees. Even though the organizations try to maintain a strong culture by being highly consistent, well integrated, and well-coordinated, it does not have a significant contribution to the level of employee job satisfaction.

References

- Adham, A. (2014). Employee Involvement and its Impact on Job Satisfaction and Organisational Commitment. *International Journal of Sciences: Basic and Applied Research (IJSBAR)*, 18(2), 368-400.
- Ahamed, M. and Mahmood, R. (2015). Impact of Organizational Culture on Job Satisfaction: A Study on Banglalion Communication Ltd, Bangladesh. *European Journal of Business and Management*, 7(10), 160-174.
- Alghiani, S. S. and Ghahremani, M. (2016). The Relationship between Organizational Culture and Job Satisfaction and Pleasure in Job Context. *International Research Journal of Applied and Basic Sciences*, 298.
- Alvi, H.A., Hanif, M., Adil, M.S., Ahmed, R.R and Vveinhardt, J. (2014). Impact of Organizational Culture on Organizational Commitment and Job Satisfaction. *European Journal of Business and Management*, 6 (27), 30-39
- Aydin, B. and Ceylan, A. (2009). The Role of Organizational Culture on Effectiveness. *Ekonomika A Management*, 3(3), 33-49.
- Barney, J. B. (1986). Organizational Culture: Can It Be a Source of Sustained Competitive Advantage?. *The Academy of Management Review*, 11(3), 656-665.
- Belias, D., Koustelios, A., Vairaktarakis, G. and Sdrolias, L. (2015). Organizational Culture and Job Satisfaction of Greek Banking Institutions. *Social and Behavioral Sciences*, 175, 314-323.
- Belias, D. and Koustelios, A. (2014). Organizational Culture and Job Satisfaction: A Review. *International Review of Management and Marketing*, 4(2), 132-149.
- Bhatti, K. K. and Qureshi, T. M. (2007). Impact of Employee Participation on Job Satisfaction, Employee Commitment and Employee Productivity. *International Review on Business Research Papers*, 3(2), 54-68.
- Bigliardi, B., Dormio, A. I., Galati, F. and Schiuma, G. (2012). The impact of organizational culture on the job satisfaction of knowledge workers. *VINE*, 42(1), 36-51.
- Biswas, W. (2015). Impact of Organization Culture on Job Satisfaction and Corporate Performance. *Journal of Research in Humanities and Social Science*, 3(8), 14-16.
- Cameron, K. (1993). A Process for Changing Organizational Culture. In T. G. Cummings, *Handbook of Organizational Development*. Michigan: Sage Publishing, 429-445.
- Candra, M. (2019). Analysis of the Effect of Leadership and Organizational Culture on Employee Job Satisfaction of PT. Pos Indonesia Lubuk Pakam. *Journal of Management Science*, 1(4), 57-60.

- Chau, P. and Hu, P. J. (2002). Investigating healthcare professionals' decisions to accept telemedicine technology: an empirical test of competing theories. *Information & management*, 39, 297-311.
- Choi, Y. S., Martin, J. J. and Park, M. (2008). Organizational Culture and Job Satisfaction in Korean Professional Baseball Organizations. *International Journal of Applied Sports Sciences*, 20(2) , 59-77.
- Choo, C. W. (2013). Information Culture and Organizational Effectiveness. *International Journal of Information Management*, 33, 775-779.
- Coetzee, M. and Stoltz, E. (2015). Employees' Satisfaction with Retention Factors: Exploring the Role of Career Adaptability. *Journal of Vocational Behaviour*, 89(1), 83-91.
- Cronley, C. (2011). A Cross-Level Analysis of the Relationship Between Organizational Culture and Technology Use Among Homeless-Services Providers. *A Journal of Policy Development and Research*, 13, 7-31.
- Cullen, K. L., Edwards, B. D., Casper, W. C. and Gue, K. R. (2014). Employees' Adaptability and Perceptions of Change-Related Uncertainty: Implications for Perceived Organizational Support, Job Satisfaction, and Performance. *Journal of Business and Psychology*, 266-280.
- Davoodalmousavi, S. M. (2013). The correlation between organizational culture and job satisfaction of employees in biotechnology production companies. *European Journal of Experimental Biology*, 3(5), 389-399.
- Denison, D. R. and Mishra, A. K. (1995). Toward a Theory of Organizational Culture and Effectiveness. *Institute for Operations Research and the Management Sciences*, 6, 204-223.
- Denison, D. R., Haaland, S. and Goelzer, P. (2004). Corporate Culture and Organizational Effectiveness: Is Asia Different From the Rest of the World? *Organizational Dynamics*, 33(1), 98-109.
- Denison, D., Nieminen, L. R. and Kotrba, L. (2012). Diagnosing Organizational Cultures: A Conceptual and Empirical Review of Culture. *Diagnosing Culture*, 1-64.
- Field, A. (2009). *Discovering statistics using SPSS*. London: SAGE publications Ltd.
- Gillespie, M. A., Denison, D. R., Haaland, S., Smerek, R. and Neale, W. S. (2008). Linking organizational culture and customer satisfaction: Results from two companies in different industries. *European Journal of Work and Organizational Psychology*, 17(1), 112-132.
- Gull, S. and Azam, F. (2012). Impact of Organizational Culture Type on Job Satisfaction Level of Employees' in Different Organizations of Lahore, Pakistan. *International Journal of Academic Research in Business and Social Sciences*, 2(12), 97-112.

- Gunaruwan, T. L. (2015). Unsatisfactory Performance of Sri Lanka's State-Owned Enterprises: Causality Diagnostics in Management Autonomy and Accountability. *Financial Sector Development*, 1, 67-72.
- Habib, S., Aslam, S., Hussain, A., Yasmeen, S. and Ibrahim, M. (2014). The Impact of Organizational Culture on Job Satisfaction, Employees Commitment and Turn over Intention. *Advances in Economics and Business*, 2(6), 215-222.
- Hair Jr, J. F., Black, W. C., Babin, B. J. and Anderson, R. E. (2010). *Multivariate Data Analysis*. (7th ED.) New York: Pearson Prentice Hall.
- Jiang, J. Y., Sun, L. Y. and Law, K. S. (2011). Job Satisfaction and Organization Structure as Moderators of the Effects of Empowerment on Organizational Citizenship Behavior: A Self-Consistency and Social Exchange Perspective. *International Journal of Management*, 675-693.
- Jung, T., Scott, T., Davies, H. T., Bower, P., Whalley, D., McNally, R. and Mannion, R. (2009). Instruments for Exploring Organizational Culture: A Review on Literature. *Public Administration Review*, 69(6), 1087-1096.
- Kantabutra, S. and Avery, G. C. (2009). Shared Vision In Customer And Staff Satisfaction: Relationships And Their Consequences. *The Journal of Applied Business Research*, 25(4), 9-22.
- Joseph, O. O. and Kibera, F. (2019). Organizational Culture and Performance: Evidence From Microfinance Institutions in Kenya. *SAGE Open*, 1-11.
- Krishnamohan, T. (2016). Challenges towards Local Self-Governance: Situation in Sri Lanka. *Scientific Journal Impact Factor*, 3(3), 1-16.
- Li, B. and Zhang, X. (2013). Organizational Culture and Employee Satisfaction: An Exploratory Study. *International Journal of Trade, Economics, and Finance*, 4(1), 48-54.
- Lund, D. B. (2003). Organizational Culture and Job Satisfaction. *Business and Industrial Marketing*, 18(3), 219-236.
- Marchalina, L., Ahmad, H. and Gelaidan, H. M. (2020). Employees' commitment to change: personality traits and organizational culture. *Journal of Economic and Administrative Sciences*, 43(1), 87-126
- Martins, H. and Proenca, T. (2012). Minnesota satisfaction questionnaire - Psychometric properties and validation in a population of Portuguese hospital workers. *Research work in progress*, 471(October), 1-20.
- Mehra, R. (2019). Impact of Organizational Culture on Job Satisfaction in Selected Hospitals of Chandigarh Region. *International Journal in Management and Social Science*, 11, 25-40.

- Nadarasa, T. (2013). Impact of organization culture on Job satisfaction of employees in the Insurance Industry. *European Journal of Business and Management*, 5(30), 78-83.
- Nayak, B. and Barik, A. (2013). Assessment of the Link Between Organizational Culture and Job Satisfaction. *International Journal of Advanced System and Social Engineering Research*, 3(3), 78-87.
- Oppong, R. A., Oppong, C. A. and Kankam, G. (2017). The Impact of Organizational Culture on Employees' Job Satisfaction in Colleges of Education in Ghana. *African Journal of Applied Research*, 3(2), 28-43.
- O'reilly, C. A., Chatman, J. and Caldwell, D. F. (1991). People and Organizational Culture: A Profile Comparison Approach to Assessing Person-Organization Fit. *Academy of Management Journal*, 34(3), 487-516.
- Pathardikar, A. D. and Sahu, S. (2011). Implications of the Organization Cultural Antecedents on Organizational Commitment: A Study in Indian Public Sector Units. *Global Business Review*, 12(3), 431-446.
- Peeters, M., Denkers, A. and Huisman, W. (2020). Rule violations by SMEs: The influence of conduct within the industry, company culture, and personal motives. *European Journal of Criminology*, 17(1), 50-69.
- Post, V. D., Coning, D. and Smit. (1997). An instrument to measure organizational culture. *South African Journal of Business Management*, 33(4), 22.
- Qazi, S., Miralam, M. S. and Bhalla, P. (2017). Organizational culture and job satisfaction: a study Of the organized retail sector. *Journal of Business and Retail Management Research*, 12(1), 215-224.
- Said, N. S., Kamal, N. A., Ali, R. S. and Mat, K. A. (2020). The Factors Affecting Job Satisfaction: A Case Study among Bumitech Global Energy Sdn. Bhd. Employees. *Journal Intelek*, 15(1), 54-62.
- Samaratunge, R. and Bennington, L. (2002). New Public Management: Challenge for Sri Lanka. *Asian Journal of Public Administration*, 24(1), 87-109.
- Sanjeeva, G. C. and Herath, D. (2018). Employee Satisfaction and Related Factors among Public Healthcare Workers in Sri Lanka. *Epidemiology International Journal*, 1-8.
- Sánchez-Báez, E. A., Fernández-Serrano, J. and Romero, I. (2020). Organizational culture and innovation in small businesses in Paraguay. *Regional Science Policy & Practice*, 12(2), 233-247.
- Schein, E. H. (1988). *Organizational Culture*. Sloan School of Management.
- Scott, K. D., Bishop, J. W. and Chen, X. (2003). An Examination of the Relationship of Employee Involvement with Job Satisfaction, Employee Cooperation, and Intention to Quit in the US Invested Enterprise in China. *An International Journal of Organizational Analysis*, 11, 1-19.

- Seashore, S. E. and Taber, T. D. (1975). Job Satisfaction Indicators and Their Correlates. *American Behavioral Scientist*, 18(3), 333-368.
- Selvakumaran, K., Wickremesinghe, E. S. and Upananda, W. A. (2012). Employees' Job Satisfaction on Accomplishing Routine Tasks: A Study on Programme Assistants in the Northern Provincial Council, Sri Lanka. *Proceedings of Jaffna University International Research Conference*, 61-69.
- Sempene, M. E., Rieger, H. S. and Roodt, G. (2002). Job Satisfaction in Relation to Organizational Culture. *South Asian Journal of Industrial Psychology*, 28(2), 23-30.
- Shah, S. M., Memon, M. S. and Laghari, M. K. (2011). The Impact of Organizational Culture on Employees' Job Satisfaction. *Interdisciplinary Journal of Contemporary Research in Business*, 847-859.
- Sharma, P. (2017). Organizational Culture as a Predictor of Job Satisfaction: The Role of Age and Gender. *Management*, 22, 35-48.
- Sony, M. and Mekoth, N. (2016). The Relationship Between Emotional Intelligence, Frontline Employee Adaptability, Job Satisfaction, and Job Performance. *Journal of Retailing and Consumer Services*, 30, 19-31.
- Velampy, T. (2007). Job Attitude and Employees Performance of Public Sector Organizations in Jaffna District, Sri Lanka. *ResearchGate*, 1-11.
- Weerasinghe, I., Senavirathna, C. and Dedunu, H. (2017). Factors Affecting to Job Satisfaction of Banking Employees in Sri Lanka. *Business and Management Horizons*, 5(1), 62-73.
- Wickramasinghe, T. (2016). Democratic Accountability of Elected Representatives: Appraisal of the decision-making process in local electoral systems. *Vistas*, 10(3), 24-50.
- Xie, Y., Chen, J. and Chen, P. (2014). Influence of Organization Cultural Internal Integration Perception on New Generation Employees' Job Satisfaction. *Journal of Economics, Business, and Management*, 2(22), 152-157.
- Yazhou, W. and Jian, L. (2011). Empirical Research on Mission Statements on the Performance of a Nonprofit Organization. *Procedia Environmental Sciences*, 11, 328-333.
- Zahid, M., Shaikh, T. and Zehra, S. Z. (2017). Impact of Organizational Culture on the Pakistani Hotels Workforce's Job Satisfaction: Qualitative Report. *Munich Personal RePEc Archive*, 1-10. <https://mpra.ub.uni-muenchen.de/80172/>