JOB SATISFACTION IN RELATION TO ORGANISATIONAL CULTURE

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ABSTRACT

The aim of this study was to establish whether a relationship existed between the variables job satisfaction and organisational culture of employees within a service organisation. The population comprised of 200 employees of which 40 were excluded from the study due to poor literacy levels. The Culture and Minnesota Job Satisfaction Questionnaires were administered to the sample of 160 employees and 121 usable responses were received. High coefficient alphas were obtained on both the Organisational Culture Questionnaire (OCQ)(0,99) and the Minnesota Job Satisfaction Questionnaire (MJSQ) (0,92). Significant differences were found between some biographical variables and responses on the OCQ. A significant relationship was found between scores of the OCQ and the MJSQ. The managerial implications of the findings were further explored in the study.

OPSOMMING

Die doel van die studie was om te bepaal of daar 'n verband tussen die veranderlikes werksbevrediging en organisasiekultuur van werknemers in 'n diensonderneming bestaan. Die populasie van die studie sluit al 200 werkenemers in, waarvan 40 nie by die studie betrek is nie weens lae vlakke van geletterdheid. Die Organisasiekultuur en Werkstevredenheidvraelyste is op die oorblywende 160 werknemers toegepas en 85 bruikbare response is ontvang. Beide die Organisasiekultuur Vraelys (OCQ) (0,99) en die verkorte weergawe van die Minesota Wersbevredigingsvraelys (MJSQ) (0,92) het hoë alfa-koëffisiënte opgelewer. Beduidende verskille is gevind tussen sommige biografiese veranderlikes en response op die OCQ. 'n Beduidende korrelasie is ook tussen die metings van OCQ en MJSQ gevind. Die bestuursimplikasies van die bevindinge is verder in die studie ondersoek.

Organisations represent the most complex social structures known today because of their dynamic nature. Employees are one of the role players in the organisation, and it is through their involvement and commitment that the organisation becomes competitive. The relationship between the organisation and people is however interdependent in nature (Boeyens, 1985; Kerego & Mthupha, 1997), and both parties may impact on one another's ability to achieve positive results.

Extensive research proved that job satisfaction does not happen in isolation, as it is dependent on organisational variables such as structure, size, pay, working conditions and leadership, which constitute organisational climate (Schneider & Snyder, 1975; Hellriegel & Slocum, 1974; Kerego & Mthupha, 1997; Peterson, 1995; Boeyens, 1985). Organisational climate and organisational culture (although much more difficult to change) can be promoted to facilitate the achievement of job satisfaction and organisational goals. The measurement of climate and culture can serve as a starting point in diagnosing and influencing such change in the organisation.

An overview of the job satisfaction construct is provided in the endeavour to understand the relationship between job satisfaction and organisational climate and culture.

Job satisfaction

Locke (1976,p.1300) defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Schneider and Snyder (1975,p.318) on the other hand defined job satisfaction as a personal evaluation of conditions present in the job, or outcomes that arise as a result of having a job. Job satisfaction thus, has to do with an individual's perception and evaluation of his job, and this perception is influenced by the person's unique circumstances like needs, values and expectations. People will therefore evaluate their jobs on the basis of factors, which they regard as being important to them.

Locke (1976) explains that for researchers to understand the job attitudes, they need to understand job dimensions, which are complex and interrelated in nature. He mentioned the common dimensions of job satisfaction as "work, pay, promotions, recognition, benefits, working conditions, supervision, co-workers, company and management" (Locke, 1976,p.1302). Kerego and Mthupha (1997,p.14) on the other hand viewed working conditions like, clear staffing policy, clear channels of communication, staff participation in decision making, security and good governance as having adverse effects on job satisfaction.

Since Job satisfaction involves employees' affective or emotional feelings, it has major consequences on their lives. Locke (1976, p.1311) described the most common consequences of job satisfaction on employees as, the effects on the physical health and longevity; mental health and an impact on the employees' social life in general. He further maintains that there is an interaction between the employees' feelings about his job and his social life. Coster (1992) also supports the fact that work can have an important effect on the total quality of life of the employee. Job satisfaction may also impact on employee behaviour like absenteeism, complaints and grievances, frequent labour unrest and termination of employment (Locke, 1976; Visser, Breed & Van Breda, 1997).

In view of the above discussion one can postulate that the collective job satisfaction of employees may result in a particular organisational culture.

Organisational climate and culture

Boeyens (1985) and Hutcheson (1996) viewed organisational climate as the description of the organisation's "objective" variables like structure, size, policies and leadership style, by the employees. For employees on the other hand, it constitutes the organisation's context as they experience it.

Controversy exists amongst researchers regarding the distinction between organisational culture and climate. Some researchers use the terms interchangeably, while others (Bouditch & Buono, 1990; Hutcheson, 1996; Clapper, 1995; and Desatnick, 1986) supported the

differences between these terms. Organisational culture defines a set of expected behaviour patterns that are generally exhibited within the organisation. These norms have a great impact on the behaviour of the employees. Organisational climate on the other hand is a measure of whether the employees' expectations about working in the organisation are being met (Schein, 1984, p.13).

Schein (1984, p.3) defined organisational culture as the pattern of basic assumptions that a given group has invented, discovered or developed in learning to cope with its problems of external adaptation and internal integration. These "valid" behaviours are therefore taught to new members as the "correct way" to perceive, think and feel in relation to problems, issues and decisions. Schein (1984) maintains that in order to understand the culture of the organisation, researchers need to delve into the underlying assumptions of the organisation. By studying these assumptions, researchers are able to bring to the fore objective data, which will facilitate the understanding of an organisation's culture.

Schein (1984) maintains that culture exists at both the cognitive and emotional level, and he viewed behaviour as a manifestation of culture. For researchers to understand the culture of the organisations they need to assess the broader cultural paradigm of the society within which the organisation operates as this influence the manner in which the organisation operates.

Organisational culture is deeply rooted within the organisational system, as it is a process, which evolves over a long time. An organisation's culture determines the way the organisation conducts its business, and as a result also influences its processes. Because of its deep- rooted nature, the culture of the organisation is difficult to change, as there is often resistance against giving up something, which is valued and has worked well in the past.

Some researchers (Desatnick, 1986; Schneider, 1990; Balkaran, 1995; Al – Shammari, 1992; Van der Post, de Coning & Smith, 1997) referred to culture as the "personality" of the organisation, while Gutknecht & Miller (1990) described it as the organisation's soul, purpose and foundation. According to Schneider (1983) it is viewed as the organisation's value systems and assumptions which guide the way the organisation runs its business. Schein (1984) on the other hand, referred to it as a "glue" which serves as a source for identity and strength, while Gutknecht & Miller (1990) viewed it as an "oil" for lubrication of organisational processes. New employees have to go through a socialization process to adapt to the organisation culture.

Organisational culture and climate are however interdependent and reciprocal in nature since climate is to a certain extent the manifestation of organisational culture. Organisational climate is the way employees view the organisational "personality", that is, its processes (Toulson & Smith, 1994), and it provides a "snapshot" or a summary of how employees view the organisation (Desatnick, 1986). Organisational culture is concerned with the expectations that employees may have on the organisation, while climate measures whether those expectations are being met (Hutcheson, 1996).

According to Glick (1985), one of the biggest challenges facing researchers is identifying the appropriate dimensions of the climate construct. As the construct incorporates both organisational and psychological dimensions different meanings are often attached to this construct (Tustin, 1993), and many organisational climate instruments with questionable construct validity (Boeyens, 1985; Hutcheson, 1996; Field & Abelson, 1982) have consequently been developed.

Many researchers (Schneider, 1983; Field & Abelson, 1982; Brown & Leigh, 1996; and Al-Shammari, 1992) supported the notion that organisational climate be differentiated from psychological climate for measurement purposes. Psychological climate refers to the perception of the environment at an individual level (Tustin, 1993, p.1). Verwey (1990,p.290) referred to

psychological climate as being formed at an individual level through perceptual interaction, while organisational climate manifests at the organisational level as a collective construct that is collectively formed through social interaction. The composition and dimensionality of these constructs will also differ as they manifest at different levels.

The multi-dimensional nature of organisational climate may however be of value to the organisation as it enables researchers to link individual behaviour to organisational variables (Glick, 1985; Schneider & Snyder, 1975; Tustin, 1993). Organisational climate thus becomes meaningful when it is studied in relation to individual variables.

Three common approaches to the development and measurement of organisational climate are; the structural, perceptual and interactive approaches (Boeyens, 1985; Moran & Volkwein, 1992; Schneider & Reichers,Toulston & Smith, 1994; 1983 and James & Jones, 1974; Toulston & Smith, 1994).

● *Structural Approach (Objective approach)*
The structural approach to organisational climate is also called multiple-measurement organisation attribute approach. Its proponents viewed organisational climate as a characteristic or objective attribute of the organisation. The organisation's objective characteristics like size, structure and leadership style are viewed as influencing people's attitudes, values and perceptions of the organisational events.

The structural approach gives primary consideration to the structural characteristics because of its objective nature, and less emphasis on employee's viewpoints. Organisational climate variables in this approach can thus be either dependent or independent while attainment of objective measurements of these variables is the aim (Boeyens, 1985). Schneider and Reichers (1983) however, criticized this approach as failing to account for differences that arise in climates across work groups within the same organisation.

● *Perceptual Approach (Subjective Approach)*
The perceptual approach is based upon individual perceptions of the organisation and thus reflects individual differences such as previous work experience and personality. The approach incorporates an understanding that individuals interpret and respond to situational variables in a manner that is psychologically meaningful to them, and not on the basis of an objective description of the situation.

Schneider and Reichers (1983) in turn referred to the perceptual approach as selection attraction-attrition (SAA) approach. Organisations are viewed as using their selection processes to attract people with the same values as that of the organisation. The employees who believe in the same values are in turn also attracted to that organisation. Employees whose value system seem to be inconsistent with that of the organisation, will resign as soon as they discover this incompatibility. The SAA approach maintains that a homogeneous group, which perceives issues in a similar way, will experience the organisational climate in the same way.

The concept of "psychological climate" is the product of the perceptual approach as people rely on their values and attitudes in describing organisational variables (Moran & Volkwein, 1992; Brown & Leigh, 1996; James & Jones, 1974; Govender, 1998). Since psychological climate is perceptual in nature, it involves a subjective assessment of organisational variables by the individual. As a result of this, people in the same organisation can provide different assessments of the same organisational attributes.

Many researchers (Glick, 1985; Hellriegel & Slocum (Jr.), 1984; Tustin, 1993) highlighted the importance of developing

objective measures of organisational climate, which will allow generalization of research results to other organisations. Joyce and Slocum's study (1974) focused on a common definition of subsystem climates based on consensus of employees to various organisational issues.

The perceptual approach to the study of organisational climate influenced researchers to focus on the effects of different organisational climates on employee behaviours (Boeyens, 1985; Schneider, 1980; Tustin & Steyn, 1996; Barnes, 1990).

● *Interactive Approach*
Proponents of the interactive approach maintain that through social interactions in the workplace, employees develop similar perceptions of the organisational context. Schneider and Reichers (1983) associated the interactive approach with the socialization process that the new staff undergoes, when joining the organisation. The emphasis of this approach is on group influence in developing a common understanding about organisational factors.

The interactive approach to studying organisational climate also has its shortcomings as it overlooks factors like an individual's beliefs and value systems that determine their actions and behaviour.

The above approaches to organisational climate are however not mutually exclusive and a holistic approach need to be adopted in developing a thorough understanding of the organisational climate construct. Verwey (1990) therefore advocated a system's approach for a thorough understanding of this construct.

Job satisfaction and organisational culture
There has been a long debate amongst researchers regarding the relationship between organisational culture and job satisfaction. Many researchers have found supporting evidence about the relationship between these two concepts (Schneider & Snyder, 1975; Field & Abelson, 1982; Hellriegel & Slocum, 1974; Kerego & Mthupha, 1997).

Kerego & Mthupha (1997) views job satisfaction as the evaluation of the organisational context, while organisational climate provides a description of the work context. They defined job satisfaction as the feeling of employees about their job. Hutcheson (1996) on the other hand referred to it is the difference between the outcomes, which a person actually receives and those that he expects to receive. Job satisfaction is thus related to job characteristics and people will evaluate their satisfaction level according to what they perceive as being important and meaningful to them. The evaluation of the different aspects of the job by employees is of a subjective nature, and people will reflect different levels of satisfaction around the same factors.

Research studies (Kerego & Mthupha, 1997; Robbins, 1993; Hutcheson, 1996) supported the five main job satisfaction dimensions as pay, nature of work, supervision, promotional prospects and relations with co-workers. Since the job dimensions are components of the organisation, and represents its climate, job satisfaction is an evaluation of organisational factors. Job satisfaction describes the feelings of employees regarding the environmental factors (climate factors), while organisational climate provides only a description of the work context.

Some researchers believed that job satisfaction level increases as employees progress to higher job levels (Corbin, 1977). Kline & Boyd (1994) however indicated that managers at a higher level of the organisation are satisfied with the salary, but less satisfied with promotional opportunities. The study also revealed that organisational variables like structure does not affect employees in the same way.

Two schools of thought seem to exist in terms of the measurement of job satisfaction. Chetty (1983) warns that researchers should guard against singling out certain variables as the sole contributory factors to job satisfaction of employees. He indicated that both family and other social factors affect employees, and this would also have an impact on their performance and satisfaction at work. On the other hand it is also argued that because of the multi-dimensionality of job satisfaction/dissatisfaction it should rather be measured in terms of the individual dimensions instead of a global construct (Robbins, 1993; McCormick & Ilgen, 1987; Kerego & Mthupha, 1997). Measurement of individual dimensions of job satisfaction enables researchers to identify the environmental factors (climate variables) related to certain dimensions of job satisfaction.

Schneider and Reichers (1983) conducted research on the relationship among organisational climate and job satisfaction, production and turnover indexes amongst five financial institutions. The findings of their study revealed that climate and satisfaction measures correlates for people in certain positions and not for others. A relationship between satisfaction and production was not found, while satisfaction correlated with turnover.

Kline and Boyd (1994) conducted a study to determine the relationship between organisational structure, context and climate with job satisfaction amongst three levels of management. Their study revealed that employees at different levels of the organisations are affected by different work factors. Based on the outcome of this study, they recommended that different aspects of the work environment be looked into when addressing the issues of job satisfaction amongst different positions in the same organisation.

Based on the above overview of the literature and a number of research studies (Schneider & Snyder, 1975; Hellriegel & Slocum, 1974) within a production environment it is clear that some relationship exists between the constructs organisational culture, climate and job satisfaction. Little evidence could however be found of similar studies in the service industry. Due to the problems experienced within the subject organisation the need for such a study was evident.

Based on the information documented in this paper regarding the two variables (climate and job satisfaction), the following hypotheses are postulated:

Hypotheses
Hypothesis 1: There is a significant positive relationship between organisational culture and job satisfaction scores.
Hypothesis 2: There are significant differences in organisational culture scores related to biographical variables.
Hypothesis 3: There are significant differences in job satisfaction scores related to biographical variables.

METHOD

Sample
Employees working for a Government Welfare Organisation that render support services to children from underprivileged communities were the subjects of this research. The total population of this organisation (N = 200) was used as a sampling frame, which comprises both male and female respondents from the ages 24 to 65 years. The level of education of participants ranges from illiterate to tertiary qualifications. Work experience of respondents range from less than a year to 22 years. Two main job categories are represented in the population i.e. professional (care workers and social workers) and administration and services employees. All participants were permanent employees.

Table 1 represents the distribution of biographical variables of the respondents.

Demographic variable	N	%
1. Gender		
Male	56	46,29
Female	65	53,71
Total	121	100
2. Age		
25-32	30	24,80
33-41	58	47,93
42 or more	33	27,27
Total	121	100
3. Marital Status		
Married	80	67,22
Not Married	39	32,78
Total	119	100
4. Years of service		
Less than 7 Years	28	23,14
7-9 Years	49	40,50
10 Years & above	44	36,36
Total	121	100
5. Sections		
Care Services/ Social Work	102	84.30
Admin & Stores	19	15,70
Total	121	100

Twenty percent (N = 40) of the population could not be included in the study due to poor literacy levels. Only 121 usable questionnaires were returned which represents 60.5% of the sampling frame.

Measuring Instruments
Due to the fact that the magnitude and nature of the problems faced by the organisation under study was not obvious, focus group discussions were first conducted to elicit the potential problems. Templeton (1994) describes a focus group interview as an unstructured, free flowing interview with a small group of people. Sample groups of employees from each occupational group were involved in the focus group discussions. The focus group discussions highlighted the following: lack of promotion, top down communication, unclear policies, lack of participation in issues affecting them and poor governance as potential problems.

Based on the above results it was decided to use the Organisational Culture Questionnaire of Van der Post, et al. (1997) as it contained a number of the dimensions reflected by the employees as problems. The questionnaire consists of a 7-point scale. Both extremes of the scale are clearly defined, where one (1) refers to completely disagree and a value of seven (7) refers to completely agree. The reliability coefficients for the different dimensions vary between 0,788 and 0,932, and the overall reliability of the scale is 0,991 (Erwee, et al, 2001).

The Shortened Version of the Minnesota Job Satisfaction Questionnaire (Weiss, Davis, England & Lofquist, 1967) was used for the measurement of job satisfaction. The questionnaire consists of a 5-point scale, where one (1) refers to very

dissatisfied and a value of five (5) refers to very satisfied. The alpha coefficient of the scale is 0,9169.

Procedure
A questionnaire booklet, including instructions, a biographical questionnaire, the Organisational Culture Questionnaire and the Minnesota Job Satisfaction Questionnaire was compiled. Respondents completed the questionnaires under instruction of the researcher in small groups (5 employees per group). The completion thereof was voluntary and questionnaires were completed anonymously.

Statistical Analysis
The Statistical Consultation Services of the Rand Afrikaans University conducted all statistical analyses on the data sets.

RESULTS

Job satisfaction
An iterative item analysis was conducted on the single factor of the Minnesota Job Satisfaction Questionnaire and a Cronbach Alpha coefficient of 0,92 was obtained. The descriptive item statistics appear in Table 2.

TABLE 2
DESCRIPTIVE STATISTICS ON THE MINNESOTA JOB SATISFACTION QUESTIONNAIRE (N=121)

	Mean	Median	Mode	Std. Deviation	Skewness	Kurtosis
01	3,12	3,00	3	0,77	-0,060	0,171
02	2,92	3,00	3	0,73	0,376	1,192
03	2,71	3,00	3	0,86	-0,004	0,113
04	2,86	3,00	3	0,81	-0,143	0,334
05	2,46	2,00	2	0,82	0,577	0,342
06	2,45	2,00	2	0,92	0,247	-0,469
07	3,06	3,00	3	0,81	-0,619	0,457
08	3,16	3,00	4	0,88	-0,430	-0,498
09	2,95	3,00	3	0,67	-0,398	0,521
10	2,87	3,00	3	0,71	-0,191	0,644
11	2,82	3,00	3	0,79	-0,053	0,591
12	2,80	3,00	3	0,78	-0,264	0,907
13	2,16	2,00	1	1,00	0,568	-0,579
14	2,47	2,00	3	0,74	-0,091	-0,298
15	2,74	3,00	3	0,70	0,213	0,406
16	2,78	3,00	3	0,65	-0,292	1,437
17	2,81	3,00	3	0,52	-0,604	1,159
18	3,22	3,00	4	0,77	-0,469	-0,812
19	2,93	3,00	3	0,87	-0,110	-0,432
20	2,99	3,00	3	0,71	-0,330	0,122

No significant differences in respect of the biographical variables and the Minnesota Job Satisfaction Questionnaire were found. Hypothesis 3 is therefore not supported.

Organisational Culture
The factor analysis done during the validation study on the Organisational Culture Questionnaire by Van der Post et al. (1997) yielded fifteen factors. Due to the small number of respondents (N =121) in this study, a first level factor analysis was not executed and the fifteen factors of the mentioned study were postulated.

A summary of the descriptive statistics on the fifteen sub-scales is provided in Table 3 with specific reference to the mean, median, mode, standard deviation, skewness, kurtosis and reliability coefficients of the sub-scales.

TABLE 3
DESCRIPTIVE STATISTICS ON THE ORGANISATIONAL CULTURE QUESTIONNAIRE (N=121)

	Mean	Median (Med)	Mode (Mo)	Std. Deviation	Skewness	Kurtosis	Reliability coefficients
Conflict resolution	2,7544	2,1429	2,14	1,3720	1,372	0,941	0,9038
Culture management	3,5634	3,5000	3,67	1,1390	0,997	0,566	0,7837
Customer orientation	4,5967	4,2000	6,80	1,5093	0,449	-1,202	0,8926
Disposition toward change	2,6793	2,0000	1,60	1,5823	1,171	0,288	0,9163
Employee participation	3,0685	2,5714	2,43	1,3794	1,253	0,811	0,9094
Goal clarity	3,4392	3,4286	2,14	1,2625	0,295	-1,183	0,8616
Human resources orientation	2,9620	2,4000	2,20	1,4613	1,114	0,199	0,8892
Identification with org.	3,1641	3,0000	2,86	1,0533	1,212	1,432	0,8153
Locus of authority	2,6556	2,1667	2,00	1,2820	1,536	1,539	0,8978
Management style	2,9463	2,3333	2,17*	1,4229	1,128	0,481	0,8874
Organisation focus	3,5136	3,4286	3,86	1,2396	0,677	-0,031	0,8724
Organisation integration	3,9174	4,0000	2,33*	1,4075	1,108	-1,414	0,8878
Performance orientation	3,5030	3,1429	3,00	1,1825	0,822	0,106	0,8400
Reward orientation	3,8170	3,2857	3,29	1,3500	0,718	-0,397	0,8678
Task structure	2,8871	2,6667	2,67	0,7772	1,374	1,716	0,7282

*Multiple modes exist.

From Table 3, it is evident that employees were reasonably satisfied with the following dimensions: customer orientation; organisational integration; performance orientation; and reward orientation, while conflict resolution; disposition towards change; locus of authority; task structure and management style were perceived more negatively.

The inter-correlation matrix of the fifteen factors of the OCQ is reflected in Table 4.

From Table 4 it is clear that most factors correlated highly with one another, which might be an indication of an overlap in the factors or a lack of clarity of factors. Consequently a second level factor analysis was performed to eliminate the creation of artefactors. The 15 simplified factor scores were intercorrelated and eigenvalues were calculated. A single factor was postulated. This factor explained 81,02% of variance in the factor space.

An item analysis was conducted on the single factor and a Cronbach Alpha Coefficient of 0,987 was obtained. This correlates with the results of the previous studies of Van der Post et al. (1997) and Erwee et al. (2001) where a high Cronbach Alpha Coefficient of 0,991 was found.

One of the objectives of the study was to determine whether there were any significant differences in the means of culture scores in terms of the different biographical variables. T-tests were used for this analysis.

TABLE 5
INDEPENDENT SAMPLES T-TEST FOR MARITAL STATUS IN RESPECT OF CULTURE

Marital status		N	Mean	Std. Deviation	Std. Error Mean
Culture	Married	80	3,4026	1,2610	0,1410
	Not Married	39	3,0724	0,7430	0,1190

	Levene's Test for Equality of variance		t-test for Equality of Means				95% Confidence interval of the Difference	
	F	Sig.	t	df	sig. (2-tailed)	Mean Difference	Std Error difference	Lower	Upper
CULTURE									
Equal variances assumed	16,348	0,000	1,510	117	0,134	0,3301	0,2186	–0,1028	0,7631
Equal variances not assumed			1,790	112,730	0,076	0,3301	0,1845	3,05337	0,6956

TABLE 4
THE MATRIX OF INTER-CORRELATIONS OF THE SUB-SCORES IN RESPECT OF THE ORGANISATIONAL CULTURE QUESTIONNAIRE (N = 121)

		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1	Conflict resolution	1,000														
2	Culture management	0,845	1,000													
3	Customer orientation	0,606	0,559	1,000												
4	Disposition towards change	0,889	0,881	0,525	1,000											
5	Employee participation	0,886	0,850	0,667	0,879	1,000										
6	Goal clarity	0,650	0,799	0,310	0,802	0,703	1,000									
7	Human resource Orientation	0,905	0,857	0,596	0,910	0,878	0,728	1,000								
8	Identification with org	0,826	0,850	0,544	0,823	0,816	0,733	0,797	1,000							
9	Locus of authority	0,853	0,794	0,494	0,865	0,857	0,650	0,871	0,740	1,000						
10	Mngmnt style	0,854	0,803	0,755	0,817	0,896	0,607	0,849	0,813	0,799	1,000					
11	Org focus	0,816	0,847	0,588	0,826	0,825	0,797	0,812	0,815	0,721	0,800	1,000				
12	Org integration	0,705	0,819	0,535	0,754	0,784	0,847	0,709	0,749	0,603	0,701	0,851	1,000			
13	Perf orientation	0,806	0,820	0,627	0,836	0,841	0,736	0,841	0,784	0,799	0,815	0,836	0,761	1,000		
14	Reward orientation	0,846	0,708	0,742	0,759	0,837	0,483	0,848	0,670	0,779	0,878	0,648	0,563	0,760	1,000	
15	Task structure	0,844	0,774	0,543	0,814	0,786	0,632	0,865	0,688	0,789	0,779	0,744	0,589	0,763	0,802	1,000

** 0,01

TABLE 6
**INDEPENDENT SAMPLES T-TEST FOR SERVICE
CATEGORIES IN RESPECT OF CULTURE**

Section		N	Mean	Std. Deviation	Std. Error mean
CULTURE					
	Care Services/ Social Work	102	3,0533	1,0521	0,1042
	Admin & Stores	19	4,5187	0,4830	0,1108

	Levene's Test for Equality of variance		t-test for Equality of Means					95% Confidence interval of the Difference	
	F	Sig.	t	df	sig. (2-tailed)	Mean Difference	Std Error difference	Lower	Upper
CULTURE									
Equal variances assumed	3,502	0,064	–5,940	119	0,000	–1,4655	0,2467	–1,9539	–0,9770
Equal variances not assumed			–9,635	56,064	0,000	–1,4655	0,2467	–1,7701	–1,1608

TABLE 7
**ANALYSIS OF VARIANCE FOR THE YEARS OF
SERVICE IN RESPECT OF CULTURE**

					95% confidence interval for Mean			
	N	Mean	S.D.	Std.Error	Lower Bound	Upper Bound	Min	Max
Less than 7 yrs	28	3,0387	0,5814	0,1099	2,8132	3,2641	2,23	4,37
From 7yrs to less than 10 yrs	49	3,1342	1,1325	0,1618	2,8089	3,4595	2,11	5,92
10 yrs or more	44	3,6052	1,2973	0,1956	3,2108	3,9996	2,13	6,56
Total	121	3,2834	1,1195	0,1018	3,0819	3,4849	2,11	6,56

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	7,324	2	3,662	3,020	0,053
Within Groups	143,061	118	1,212		
Total	150,385	120			

Years of service	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence interval	
				Lower Bound	Upper Bound
Dunnett T3					
Less than 7 yrs: From 7 to –10 yrs	–9,05571	0,2608	0,947	–0,5730	0,3818
: 10 yrs and more	–0,5665*	0,2662	0,41	–1,1160	–1,07083
From 7yrs to less than 10yrs					
: Less than 7yrs	9,0557	0,2608	0,947	–0,3818	0,5730
: 10yrs or more	–0,4710	0,2287	0,186	–1,0886	0,1467
10yrs or more : Less than 7yrs					
: From 7 yrs to less than 10yrs	0,5665*	0,2662	0,041	1,0708	1,1160
	0,4710	0,2287	0,186	-0,1467	1,0886

Significant differences were found in the mean scores of the marital status-, years of service- and occupation category groups on the organisational culture measure. Tables 5,6 and 7 reflect the differences in respect of the mentioned biographical variables. Hypothesis 2 is thus supported by these results.

An analysis of variance (ANOVA) was further used to determine the nature of the differences between the three different "years of service" groups. The Dunnett (T3) post hoc multiple comparison test was used to explore these differences in variances. Table 7 shows that the responses of the groups that differed significantly from the others are the groups that have less than 7 years of service and more than 10 years of service.

Relationship between job satisfaction and organisational culture scores
The results of an intercorrelation between the scores on the OCQ and the MJSQ (refer to Table 8) indicate that these variables are significantly correlated (r = 0,743; p = 0,01).

TABLE 8
**INTER-CORRELATION MATRIX OF THE ORGANISATIONAL CULTURE
AND MINNESOTA JOB SATISFACTION QUESTIONNAIRES**

Scales	Org Culture Questionnaire	Minnesota Job Satisfaction Questionnaire
Org Culture Questionnaire	1,000	
Minnesota Job Satisfaction Questionnaire	0,743**	1,000

δ = 0.99
Correlation is significant at 0,01 level

A power test on this obtained coefficient further indicated that this relationship is of high practical significance (δ = 0,99).

DISCUSSION

Interpretation and conclusion
The main purpose of the study was to determine whether a relationship existed between organisational culture and job satisfaction. As indicated in Table 8, a significant positive correlation was found between the two variables (r = 0, 743). The findings of this study thus supports Hypothesis 1, which postulated a positive relationship between organisational culture scores and job satisfaction scores. These results also correlate with the studies conducted by Schneider & Snyder (1975), Field & Abelson (1982), Hellriegel & Slocum (1974) and Kerego and Mthupa (1997).

The Organisational Culture and Job Satisfaction Scales were correlated and a highly significant correlation was found between the two variables. This finding supports of Hypothesis 1.

The secondary aim of the study was also to establish whether there was a relationship between biographical variables and culture and job satisfaction scores. Hypothesis 2, which postulated this relationship, was supported by the study, and the results are shown on Table 5-7. Hypothesis 3 was however not supported by the results of this study. It can be concluded that satisfaction with employees' jobs is not determined by their biographical variables.

Implications of the study
The results of this study supported the reliability measures of the Organisational Culture Questionnaire over the cross-cultural populations, despite the fact that the sample size for this study was limited. This correlates with the results of the previous studies of Van der Post et al. (1997) and Erwee et al.(2001) where a Cronbach Alpha Coefficient of 0,991 was found in the latter study. These studies were conducted in populations significantly different (White South African and White Australian) from the population used in this study (Black South African). Since the Employment Equity Act of 1998

requires any psychometric assessments to be valid and reliable without unfair discrimination against any population group, the Organisational Culture Questionnaire can be viewed as reliable and valid.

It was found that a clear relationship existed between the variables job satisfaction and organisational culture. Job satisfaction can therefore to a certain extent be used to predict employees perception of organisational culture. There are however limitations in generalising results of this study due to the small sample size.

It was also evident from the study that employees perceived some aspects of organisational culture more positively than others. Employees seemed to be reasonably satisfied with the dimensions, customer orientation, organisational integration, performance orientation and reward orientation, while conflict resolution, disposition towards change, locus of authority and management style and task structure were perceived more negatively. Most of the aspects perceived negatively relates to the management and leadership style within the organisation, which may warrant further investigation and development activities for managers.

It may consequently also warrant the organisation under study to investigate both the context and content of work within the organisation, as dimensions perceived less favourably relates to both hygiene factors and motivators when related to Herzberg's theory of motivation.

Married employees perceived the culture more positively than single employees. One can speculate about the reason for this but one explanation could be that single employees may be younger and less experienced and may enter the organisation with unrealistic expectations. Employees with long service could thus be considered as being more mature and realistic about issues, and may as a result be more satisfied in their jobs. Management can in this regard pay more attention to realistic recruitment practices. Management must also review its leadership style as it was clear from the descriptive statistics on culture sub-scales some dimensions the employees were not satisfied with, relates to the management style.

Employees working in care services and social work also perceived the culture more negatively than administrative and stores employees. A possible explanation for this may be that professional employees in the first category may have higher expectations in terms of their relationship with the organisation and may be more disappointed if those expectations are not realized. These professional employees may also experience more frustration in terms of a lack of the necessary resources to perform their responsibilities. The dissatisfaction of social workers could also relate to the nature of their work, which often entails assisting others to deal with problems. They may also not receive sufficient positive feedback and see the successful end results of their work. The nature of their work may also be abstract in nature and difficult to measure.

It is clear that employees with longer years of service progressively view organisational culture more favourably. This may once again relate to the fact that the new entrants into the business may have expectations that are not realized, hence their dissatisfaction. Over time however those expectations may be toned down which may result in a bigger acceptance of the status quo.

It will in terms of future research be handy to expand this study to a larger sample where the relationship between the organisational culture and job satisfaction can be generalized.

It may also be of value to explore to what extend realistic recruitment practices may contribute to a positive perception of organisational culture and job satisfaction by employees.

A further recommendation for future research would be to establish whether improving measurement and feedback mechanisms in the jobs of social workers would positively influence job satisfaction and perception of organisational culture by employees in this job category.

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