The Relationship between Organizational Culture and Employee's Job Satisfaction: A Case Study at A'lamoda Silk House Sdn Bhd

Badura Bt Bakri and Nor Farhana Bt Muhamad

Faculty of Administrative Science and Policy Studies, Universiti Teknologi MARA (UiTM) Merbok, Kedah

ABSTRACT

The objective of this study is to identify the components of organizational culture that influence employees' satisfaction. This study involves 66 staff of A'lamoda Silk House Sdn. Bhd at Sungai Petani branch. There are three factors that will be discussed in this study as independent variables which are supervisions, reward and work environment. Those independent variables will be dependent on employee satisfaction as dependent variable. The consideration of components that influence employee satisfaction was engaged with customer satisfaction.

Keywords: Culture, Job satisfaction, Organization, Supervision, Reward, Work environment

INTRODUCTION

Recently, A'lamoda Silk House Sdn. Bhd has experienced fewer sales. Factors that contribute to the decrease of goods sales often relate to customer service and productivity of the organization. Customer service and productivity are related to the employee's performance is that influenced by the employee's satisfaction. Besides that, inappropriate behavior of the leaders, feelings of insecurity and mistrust and feeling unappreciated will cause fear in the employees and also poor employee performance and

unhappiness. The consequences that have developed because of these issues have created a wounded organizational culture. Employees in any organization must be able to feel that they can trust the people in leadership roles, be comfortable with their work environment and are satisfied with their payment and also recognized by their management. If the employees do not feel satisfied with their organization, they may not perform well and it would give bad results to the organization's profit.

Based on Susan Leah's (2005) research there is a link between customer satisfaction and employee satisfaction. Where there are key factors in employee satisfaction. The researcher identified three factors in organization culture that reflect employee satisfaction which are supervision, reward and work environment.

According to Kadushin and Harkness (2002), there are three roles of supervisors which are administrative, educational and supportive. Administrative supervisory roles are policy making, meetings, program evaluation or assessment, and management duties. Supervisor must have education for example in training or teaching staff, and providing staff with tools to do the work. Examples for supportive supervisory roles are identifying staff needs, listening to concerns, talking things over and sharing worries.

Management measure employees' job satisfaction regularly as effective service recovery is linked to job satisfaction. All employees must be compensated for good customer service practices. This is because the higher the employees' job satisfaction the higher the employees' motivation to practise good service recovery. Therefore, both tangible and intangible rewards should be given to individuals who perform service recovery. Tangible rewards are trips, money or status. Intangible rewards are praise or acknowledgement.

According to Smith P. Gregory (2009), in order to create job satisfaction, the first thing that should be done by the organization is providing a positive work environment. The most important factor in the process is to find what motivates people such as "you have to find what turns people on". A

motivating working environment requires going over and beyond the call of duty and providing for the needs of the worker. A conducive work environment is able to stimulate and motivate the employees, and ultimately lead employees toward attaining a high level of job satisfaction (Fernandez, 1998). It is because the failure of providing the conducive work environment could result in the manifestation of frustration, unhappiness, and consequently, lack of commitment and dedication amongst employees.

METHODOLOGY

The sample population for this research was 80 employees who are working at A'lamoda Silk House Sdn Bhd now. The respondents were chosen from four departments which are curtain, textile, marketing and exclusive department. Besides that, the respondents were the employees who work at A'lamoda Silk House Sdn Bhd at Sungai Petani branch. The objective of this study is to determine the extent the organization's culture impacts its employees' job satisfaction and to determine which component of the organization's culture has the greatest impact on an employee's satisfaction.

Data collection

The data were collected through questionnaires. The research used questionnaire because it is one of the most efficient and fast way in gathering data. The questionnaire is divided into three sections. Section A of the research questionnaire describes respondents' background information, categories including gender, age, working experience, marital status and department. Section B covered independent variables questions which was made up of 3 items of organization culture. The dependent variable question were covered in section C. The questionnaire was constructed a five-point Likert Scale of (1) strongly disagree, (2) disagree, (3) neither agree nor disagree, (4) agree, (5) strongly agree.

Data analysis

This research used the Statistical Package for Social Science (SPSS) version 16.0 for Windows program system. This software was used in analyzing the raw data received. Data analysis occurred in several sets of statistical analyses were performed. The research calculated means and standard deviation of all the variables in the study and replaced missing data with the means of each variable. A reliability measurement was constructed to evaluate reliability of study. Then, the researchers recoded variable preparation for the regression analysis and constructed scales for independent variables. The research calculated correlations to determine if there was multicollinearity between variables and ran a hierarchical multiple regression analysis models to establish which components of the organization's culture have the greatest impact on an employee's satisfaction. The independent variables entered in the regression model were supervision, reward and work environment.

RESULT

The significance of this study can be divided into two categories. The first significant is to the employee. When the employees have high satisfaction with their organization, they will perform well in doing their task. The second significant is to the organization itself where the good performance of the employees will contribute to the high profit.

CONCLUSION

The implementation of the components of organization culture had influenced the employees' satisfaction has been strongly supported by the literature review. It shows that there are links between customer satisfaction and employee satisfaction.

REFERENCES

Fernandez J. (1998). *Work environment and job satisfaction among secondary school teachers in Seremban: A case study.* (Master's Thesis, International Islamic University Malaysia). Retrieved February 22, 2010, from http://lib.iiu.edu.my/index.jsp?module=ROOT&action=free_journals.jsp

Kadushin, A. & Harkness, D. (2002). *Supervision in social work.* (4th ed.). New York: Columbia University Press.

Kondo, Y. (2001). Customer satisfaction: How can I measure it? *Total Quality Management*, *12*(7), 867-872.

Smith, P. G. (1999). *The PRIDE System: How to improve job satisfaction and increase employee engagement.* Retrieved February 22, 2010, from http://www.chartcourse.com/articlepride.htm

Leah,S (2005). *Increasing customer satisfaction through employee satisfaction in a call center environment.* (Master's Thesis, University of Wisconsin-Stout). Retrieved January 23, 2010, from http://www.uwstout.edu/

Uma, S. (2003). *Research Methods for business: A skill building approach.* (4th ed). Wiley India Edition.