

Impact of Organizational Culture Type on Job Satisfaction Level of Employees' in Different Organizations of Lahore, Pakistan

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Abstract

The research was conducted to analyze the impact of organizational culture type on job satisfaction level of employees' particularly in organizations of Lahore, Pakistan. This research determined the relationship between organizational culture and job satisfaction, and the relative variance between the types of culture and job satisfaction level. Culture types studied were based on Cameron and Freeman (1990) framework of organizational culture types. A sample of 220 employees was studied and SPSS 19 was used for the analysis of data. One Way ANOVA, Pearson correlation and Regression Analysis were performed to measure the hypothesis. The research examined the relationship with respect to four culture types, i.e. Clan, Adhocracy, Hierarchy and Market. Clan and Adhocracy found in a positive relationship with job satisfaction i.e. those who work under these cultures are more satisfied with their jobs, Hierarchy and Market were found to be in a negative relationship with job satisfaction i.e. those who work under these cultures are not satisfied with their jobs.

Keywords: Culture, Organizational Culture, Job Satisfaction, Clan, Adhocracy, Hierarchy, Market.

Introduction

Culture is a very dominant factor in the society which governs individuals' and over all society's behavior and living patterns. It has a stronger impact over decision making when it comes to personal livings, cultural is now treated as a tool which is used to develop and silhouette their attitude and behaviors according to their culture. The rules and traditions of the culture have a great importance in the lives of people and have a great and significant impact on their lives. Similarly in any organization, culture is defined by shared beliefs and values among all the members of that organization. These shared beliefs, values, morals, symbols and behaviors guide individuals in decision making at unconscious level. Since organization's well-being is

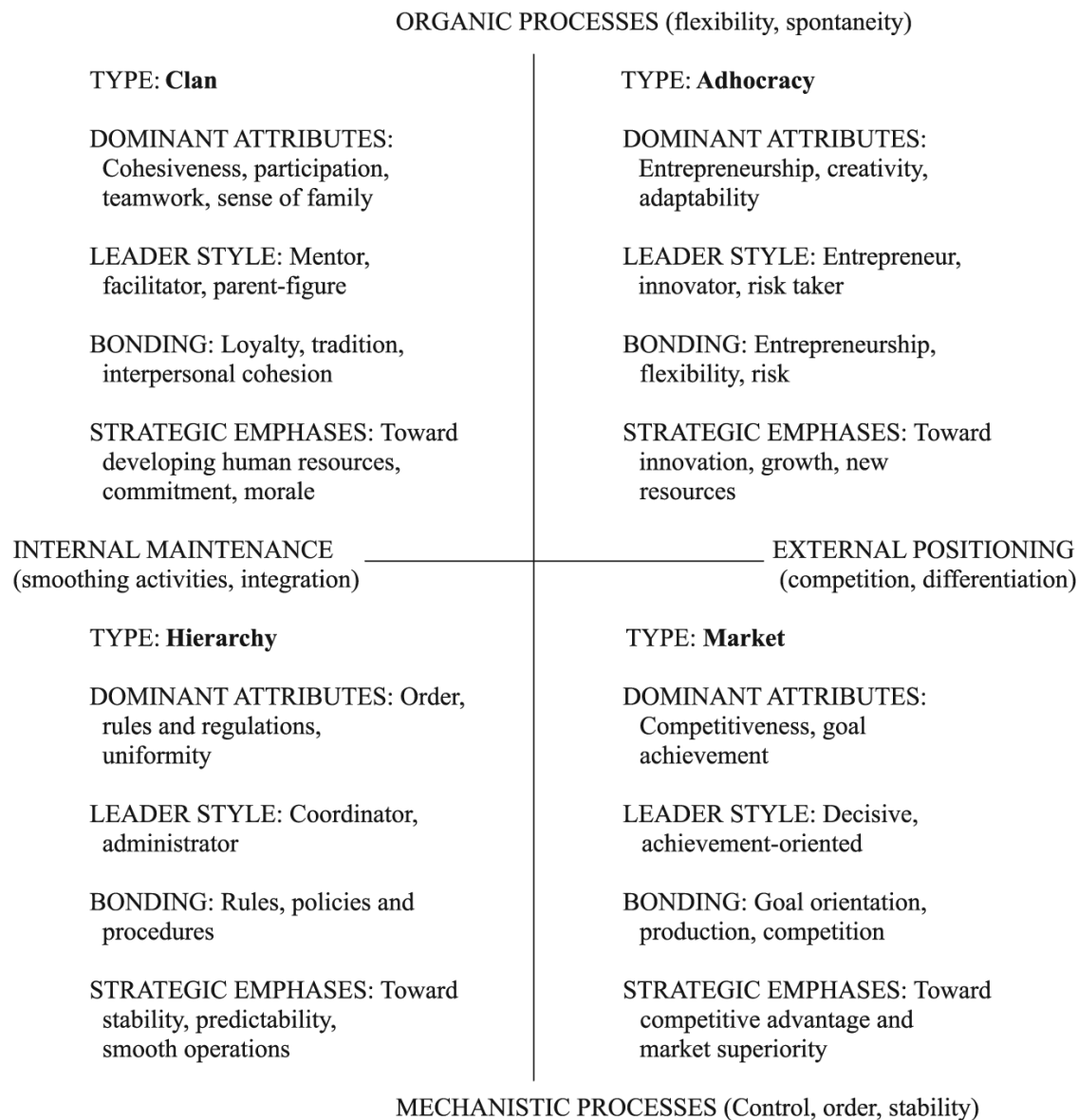
dependent on well-being of its members, therefore, these shared ideologies have a stronger impact on organizational performance. Job satisfaction is employee's evaluation of his job responsibilities and the working environment and as the result of this satisfaction; employee develops some positive or negative attitude towards the organization's shared rules, beliefs and values which strongly influence their working conditions. This positive or negative response of job evaluation is worth discussing because it's important for organizational well-being and success. Organizational performance and employees' performance are two inter-related terms, to achieve organizational goals efficiently and effectively. Organizations must pay attention to take measures to determine employees' job satisfaction levels, because higher job satisfaction level results in high employees' productivity level which ultimately leads to higher organizational performance.

Literature Review

In a lay man's language, culture exhibits our habits, rituals, norms and values being followed in society by a large group of people, many researchers had tried to define the term "Culture". According to Damen (1987, p. 367), culture is learned and shared patterns of behavior which pass through society due to human interactions, learning and adopting the culture quickly and is the key to survive in any environment. To understand the social realities existing around, people develop common set of behavioral characteristics, which they, then, share with their mates in the society; these learned and shared attitudes represent culture of that region(Lederach, 1995). Geert Hofstede explains culture as: "Culture is the collective programming of the mind which distinguishes the members of one category of people from another" (Hofstede, 1984, p. 51). John Useem and Ruth Useem states that, "Culture has been defined in a number of ways, but most simply, as the learned and shared behavior of a community of interacting human beings" (Useem & Useem, 1963). Deal (1986) defined it as "the human invention that creates solidarity and meaning and inspires commitment and productivity." Uttal (1983) defined it as a "system of shared values (what is important) and beliefs (how things work) that interact with the company's people, organization structures, and control systems to produce the behavioral norms."

Before understanding organizational culture, it is important to differentiate between organizational culture and climate because most of us consider it same, very precisely we can differentiate between the two terms as organizational culture is expected behavior to be exhibited within organizational (obviously expected from employees) boundaries; while on the other hand, climate is what the employees expect from the environment in which they are working (Schein, 1984, p. 13). Literature review for organizational culture also reveals that in earlier stages, it was difficult to define and standardize organizational culture because most of the determinants for defining a culture lie at the unconscious level of human beings, yet difficult to measure due to subjective nature. So in earlier researches, the researchers tried to classify organizational culture through stories, artifacts and norms that emerge from individual and organizational conduct (Lund, 2003). Organizations tend to develop a dominant orientation and value set—or organizational culture—over time as they adapt and respond to challenges and changes in the environment (Schein, 1996). Many researchers, then, tried to develop some

standards or topology to define, understand and measure organizational culture, Cameron and Freeman (1991) developed an affective model based on several other researchers work



Source: Adapted from Cameron and Freeman (1991)

(Campbell 1977; Jung 1923; Mason & Mitroff, 1973; Mitroff & Kilmann, 1975, among others).

Cameron and Freeman (1991) developed this framework which may help an organization or individuals to understand what type of culture is being followed in the environment they are working in. Organizational culture dimensions are adopted from this model within this typology. The Clan Culture is an environment where employees feel comfortable during work and easily share with other coworkers without hesitation. They see and feel a pleasant and

sociable environment in their organization and it just like a friendly environment. Whole organization looks like a family. The head and top members of the organization are treated as opinion leaders and followers. These types of organizations follow some factors and elements, which are necessary for creating a friendly environment. These factors/elements or characteristics are trustworthiness, customs and beliefs and cooperation within the organization. Organizations try to provide such an environment which is helpful in developing the employee's career, expertise, increase in their experience, building their confidence, enhancing coordination between them and the most important is building long term relationship with employees. Because in today's environment, it is very difficult for the organizations to hold their competent employees with them, so these factors can help the organizations to meet their goals effectively and efficiently. An organizational value in terms of achievement is depending on environment provided by the organization to their employees and workers. This type of organizational achievement depends on coordination and trustworthiness of the employees on the organization. Organizations, in turn, place a huge amount of their budget to achieve these characteristics.

Adhocracy Culture is a culture which is energetic, self-deployed and providing a place for the employees and management to come forward with ingenious work and develop the offerings according to the changing needs of the consumers. Whole organization tries to develop the offering in a different and new way and find out new and innovatory ideas for the offering. In this culture, the organizational pillars are developing new ideas with creativity and trying new experiences for developing the offering. It will help the employees in enhancing their knowledge, experience and ideas for the offering, so that they can make their offerings according to consumers' needs and wants. In today's environment, there is a huge competition in the industry and everyone try to become the leader of the industry. In this scenario, organizations are always preparing themselves to adopt the change quickly for the survival and getting the top position in the industry. Organizational achievement is dependent on getting and developing new ideas and using these ideas to make the offerings unique in the eyes of consumers. The main theme for these types of organizations is to make their offering in such a way that can be easily differentiated by the consumers.

A market culture is a culture where the organizational achievement is based on output. The whole environment of the organization and stakeholders are hard working and top management looks very serious in producing the desired outcomes. They are always looking for the achievement and the whole organization worked for this collectively. The main purpose is to achieve the objectives of the organization efficiently and effectively and get the top of the position in terms of market share and market leader by providing distinctive offering. In this culture, organizations find out the ways to overcome the competition and getting the top place of the industry through achieving maximum share from the industry.

Organizational culture is a culture which is well organized in terms of rules and regulations, procedures and methods and defines duties and working criteria. All the rules and procedures are established that what work has to be done by whom and who is responsible for work and who reports to whom. This means that everything is planned and documented already.

Everything is written and coordinated in a way to make the organization efficient and make it able to meet the unpredictable conditions. The main theme that holds the organization is the documented rules and procedures, so that there is no any ambiguity in terms of responsibility and any other circumstances.

Origin of the struggle to study the job satisfaction of people working in any environment takes us back, almost 100 years, when Taylor researched employees and their job responsibilities to develop effective ways of training (Taylor, 1911). But in earlier researches, constructs of job satisfaction were often misunderstood. A large number of studies have taken place in the last four decades. Locke (1976, p.1300) defines job satisfaction as a positive mental state, which is resulted when an individual evaluate his job on certain factors which may vary individual to individual, and the results are pleasurable, it's a positive outcome of evaluation. Schneider and Snyder (1975, p. 318), on the other hand, stated that job satisfaction is a person's own point of view after having a job, he evaluates the job based own some personal factors, which are unique and may vary person to person, so we can say that individuals evaluate their job on factors which they feel are important to them, and the resultant is positive or negative job satisfaction. Relatively fewer researches have tried to measure the relationship between job satisfaction and organizational culture, for example Odem (1990) investigated the relationship between organizational culture and three elements of employee behavior: commitment, work-group cohesion and job satisfaction. This study concluded that bureaucratic culture, which was dominating in their sample, was the most favorable culture for creation of good employee behavior. Nystrom (1993) studied health care organizations and concluded that employees working in stronger environment tend to express greater organizational commitment and job satisfaction.

Measurement of Job Satisfaction

Measurement of job satisfaction is a relatively difficult task because it's a nonfigurative personal cognition that exists in a person's mind. If one wants to measure the erect, he must have clear understanding of the construct, and must decide the indirect factors to be measured along with the direct factors. According to the literature available, there is no single agreed upon definition of job satisfaction, hence there is no single way to measure job satisfaction (Wanous & Lawler, 1972). The basic way of measuring job satisfaction could be an interview, or work place surveillance, but most of the researchers prefer more purposive and in-depth utensil (Spector, 1997). Questionnaire distribution is the most basic way to conduct a survey, although there are certain limitations. According to the literature, most commonly used instruments to measure job satisfaction are The Job Satisfaction Survey (JSS), the Job Descriptive Index (JDI) and Minnesota Satisfaction Questionnaire (MSQ).The Job Satisfaction Survey was developed by Paul E. Spector to assess the employee attitudes about the job and aspects of the job. The JSS is a 36 item questionnaire that targets nine separate facets of job satisfaction. Those facets include pay, promotion, benefits, supervision, contingent rewards, operating procedures, coworkers, nature of work, and communication. Each of these facets is assessed with four items, and a total score is computed from all the 36 items. Responses to

each question range from "strongly disagree "to" strongly agree and questions are written in both directions.

Research Methodology

The nature of the research was cross-sectional, deductive approach i.e. we studied the relationship between the variables at a particular time period, starting from the general theory moving towards the more specific results. The data collection tool was Questionnaire; it was a self-administrated questionnaire, which was mailed to respondents at their working places. Unit of analysis were employees from different organizations i.e. Telenor, Habib Bank Ltd, HBFC, Pearl Continental Hotel, Metro Cash and Carry and Makro (organizations practicing in Lahore). Questionnaire for measuring organizational culture is adopted from Cameron and Freeman (1991) framework for Organizational Culture and questionnaire for measuring job satisfaction was developed by Weiss, Dawis, England, & Lofquist (1967), the *Minnesota Satisfaction Questionnaire* (MSQ) has become a widely used instrument to evaluate job satisfaction.

Analysis was performed on the data using SPSS 19.

Following tests were used for the analysis of data according to the type of study and the type of data collected through survey.

Frequencies: To measure the frequencies of demographic variables and to check whether the data is normally distributed.

One Way ANOVA: To test the hypothesis based on demographic variables with both dependent and independent variables.

Correlation & Regression: To test the hypothesis based on main dependent and independent variables; to check the strength and significance of the relationship between the variables.

Results

Mentioned below are the results determined through the statistical analysis:

Culture And Job Satisfaction

Ho: Culture is not a predictor of Job Satisfaction.

H₁: Culture is a predictor of Job Satisfaction.

In Table 1, value for the Pearson Correlation .197 indicates that the relationship between two variables i.e. culture and job satisfaction is weak and significant. Thus, the correlation is significant at 0.01 level, this support the hypothesis that culture is a predictor of Job Satisfaction. With these finding we are able to accept H₁.

In Table 2, value of R is the coefficients of relation between job satisfaction and Culture, value of R is 0.197 which is <0.3, which means that there is a weak relationship between these two variables, whereas value of R Square 0.039 or 3.9% which indicates that only 3.9% variance in dependent variable Job Satisfaction is caused by the independent variable Culture.

Table 3 presents the values to formulate the regression equation. Regression line for Job Satisfaction and Culture is

$$\text{Job Satisfaction} = 2.769 + (.178) \text{ Culture}$$

Result

H₁ is accepted. Thus, Culture is a predictor of Job Satisfaction.

Clan And Job Satisfaction

Ho: Employees working under CLAN culture type are not satisfied with their jobs.

H₁: Employees working under CLAN culture type are satisfied with their jobs.

In Table 4, value for the Pearson Correlation 0.470 indicates that the relationship between two variables clan and job satisfaction is weak but significant. The correlation is significant at level 0.01, this support the hypothesis that those who work under Clan culture are perceived to be satisfied with their jobs. With these finding we are able to accept H₁.

In Table 5, value of R is the coefficient of relation between job satisfaction and Clan culture, value of R is 0.470 which is > 0.3, which means that there is a weak relationship between these two variables, whereas value of R Square is 0.053 or 5.3% which indicates that only 5.3% variance in dependent variable Job Satisfaction is caused by the independent variable Clan.

Table 6 presents the values to formulate the regression equation. Regression line for Job Satisfaction and Clan culture is

$$\text{Job Satisfaction} = 2.258 + (0.312) \text{ Clan}$$

Result

H₁ is accepted, thus the employees working under the CLAN culture type are satisfied with their jobs.

Adhocracy And Job Satisfaction

Ho: Employees working under ADHOCRACY culture type are not satisfied with their jobs.

H₁: Employees working under ADHOCRACY culture type are satisfied with their jobs.

In Table 7, value for the Pearson Correlation 0.229 indicates that the relationship between two variables adhocracy and job satisfaction is weak but significant. The correlation is significant at level 0.01, this support the hypothesis that those who work under Adhocracy culture are perceived to be satisfied with their jobs. With these findings, we are able to accept H₁.

In Table 8, value of R is the coefficient of relation between job satisfaction and Adhocracy culture, value of R is 0.229 which is < 0.3 , which means that there is a weak relationship between these two variables, whereas the value of R Square is 0.053 or 5.3% which indicates that only 5.3% variance in dependent variable Job Satisfaction is caused by the independent variable Adhocracy.

Table 9 presents the values to formulate the regression equation. Regression line for Job Satisfaction and Adhocracy culture is

$$\text{Job Satisfaction} = 2.790 + (0.173) \text{ Adhocracy}$$

Result

H₁ is accepted, thus the employees working under the ADHOCRACY culture type are satisfied with their jobs.

Hierarchy And Job Satisfaction

Ho: Employees working under HIERARCHY culture type are not satisfied with their jobs.

H₁: Employees working under HIERARCHY culture type are satisfied with their jobs.

In Table 10, value for the Pearson Correlation -0.051 indicates that the relationship between two variables Hierarchy and job satisfaction is weak, not significant and reverse in nature. This support the hypothesis that those who work under Hierarchy culture are not satisfied with their jobs. With these findings, we are able to accept Ho.

In Table 11, value of R is the coefficient of relation between job satisfaction and Hierarchy culture, value of R is 0.051 which is < 0.3 , which means that there is a weak relationship between these two variables, whereas the value of R Square 0.003 or 0.3% which indicates that only 0.3% variance in dependent variable Job Satisfaction is caused by the independent variable Hierarchy.

Table 12 presents the values to formulate the regression equation. Regression line for Job Satisfaction and Hierarchy culture is

$$\text{Job Satisfaction} = 3.747 + (-0.038) \text{ Hierarchy}$$

Result

Ho is accepted, thus the employees working under the HIERARCHY culture type are not satisfied with their jobs.

Market And Job Satisfaction

Ho: Employees working under Market culture type are not satisfied with their jobs.

H₁: Employees working under Market culture type are satisfied with their jobs.

In Table 13, value for the Pearson Correlation -0.048 indicates that relationship between two variables Market and job satisfaction is weak, not significant and reverse in nature. This support the hypothesis that those employees who work under Market culture are not satisfied with their jobs. With these findings, we are able to accept H₀.

In Table 14, value of R is the coefficient of relation between job satisfaction and Market culture; the value of R is 0.048 which is <0.3, which means that there is a weak relationship between these two variables, whereas the value of R Square 0.002 or 0.2% which indicates that only 0.2% variance in dependent variable Job Satisfaction is caused by the independent variable Market.

Table 15 presents the values to formulate the regression equation. Regression line for Job Satisfaction and Market culture is

$$\text{Job Satisfaction} = 3.453 + (-0.032) \text{ Market}$$

Result

H₀ is accepted, thus the employees working under the MARKET culture type are not satisfied with their jobs.

Key Findings

- ✓ Those who works under the Clan culture type are satisfied with their jobs and the regression line Job Satisfaction = 2.258 + (0.312) (Clan) shows that as the positive response towards Clan culture decreases, job satisfaction level also decreases.
- ✓ Those who works under the Adhocracy culture type are satisfied with their jobs and the regression line Job Satisfaction = 2.790 + (0.173) (Adhocracy) shows that as the positive response towards Adhocracy culture decreases, job satisfaction level also decreases.
- ✓ Those who works under the Hierarchy culture type are not satisfied with their jobs and the regression line Job Satisfaction = 3.747 + (-0.038) (Hierarchy) shows that as the positive response towards Hierarchy culture decreases, job satisfaction level increases.
- ✓ Those who work under Market culture type are not satisfied with their jobs; the regression line Job Satisfaction = 3.453 + (-0.032) (Market) shows that as the positive response towards Market culture decreases, job satisfaction level increases.
- ✓ Culture is predictor of Job Satisfaction; the regression line Job Satisfaction = 2.769 + (.178) (Culture) shows that as the positive response towards Culture decreases, job satisfaction level also decreases.

Conclusion & Discussion

The purpose of the study was to examine whether there is any relationship between Organizational Culture and Job Satisfaction of employees, using Cameron and Freeman (1991) model of organizational culture types i.e. which type of culture is associated with more job satisfaction. Following are some useful findings in result of this research:

- Culture is a dominant predictor of job satisfaction level of employees. Among the four types of cultures adopted from Cameron and Freeman (1991) model of organizational culture types, employees who were working under the Clan and Adhocracy culture were found to be satisfied with their jobs, whereas those who were working under the Hierarchy and Market culture were not satisfied with their jobs.
- This variance in the job satisfaction level of employees under different types is due to varying characteristics of each culture type.
- Clan was found most successful type of culture to be followed, Clan is characterized with a friendly environment, a parent-figure mentor; organizations following Clan are bounded by trustworthiness, ritual and alliance. They emphasize long term individual development; success is defined in terms of internal ambiance and apprehension for people.
- Adhocracy was the 2nd most dominating culture type which is associated with higher job satisfaction as compared to other types from the model; Adhocracy is characterized with a dynamic and creative workplace, visionary and innovative leadership. Organizations following adhocracy are bounded by experimentation and innovation. This type of culture is considered as production oriented.
- Market type of culture found in an inverse relationship with job satisfaction means that the organizations working under Market were characterized with less job satisfaction, Market is illustrated as a result-oriented work place, tough and demanding leaders, winning the competitions driven working environment and success criteria for such organizations is market share and penetration.
- Finally, Hierarchy was also found in inverse relationship with job satisfaction level of individuals. This type of culture is typified with well-versed procedures and processes that guide people of the organization what to do and how to do. Leaders are good organizers and efficiency experts. Formal rules and policies bound the organization together.

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Tables

Table 1
Correlations

		culture_mea n	jobsat_mea n
culture_mea n	Pearson Correlation	1	.197**
	Sig. (2-tailed)		.004
	N	213	213
jobsat_mean	Pearson Correlation	.197**	1
	Sig. (2-tailed)	.004	
	N	213	213

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

Table 2
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.197 ^a	.039	.034	.551

a. Predictors: (Constant), culture_mean

b. Dependent Variable: jobsat_mean

Table 3
Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.769	.203		13.632	.000
	culture_mea n	.178	.061	.197	2.920	.004

Correlations

		culture_me n	jobsat_me n
culture_me n	Pearson Correlation	1	.197**
	Sig. (2-tailed)		.004
	N	213	213
jobsat_me n	Pearson Correlation	.197**	1
	Sig. (2-tailed)	.004	
	N	213	213

a. Dependent Variable: jobsat_mean

Table 4
Correlations

		clan_me n	jobsat_me n
clan_me n	Pearson Correlation	1	.470**
	Sig. (2-tailed)		.000
	N	213	213
jobsat_me n	Pearson Correlation	.470**	1
	Sig. (2-tailed)	.000	
	N	213	213

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

Table 5
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.470 ^a	.221	.217	.496

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.470 ^a	.221	.217	.496

a. Predictors: (Constant), clan_mean

b. Dependent Variable: jobsat_mean

Table 6
Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.258	.145		15.529	.000
	clan_mean	.312	.040	.470	7.741	.000

a. Dependent Variable: jobsat_mean

Table 7
Correlations

		adhocracy_mean	jobsat_mean
adhocracy_mean	Pearson Correlation	1	.229**
	Sig. (2-tailed)		.001
	N	213	213
jobsat_mean	Pearson Correlation	.229**	1
	Sig. (2-tailed)	.001	
	N	213	213

		adhocracy_m ean	jobsat_mea n
adhocracy_mea n	Pearson Correlation	1	.229**
	Sig. (2-tailed)		.001
	N	213	213
jobsat_mean	Pearson Correlation	.229**	1
	Sig. (2-tailed)	.001	
	N	213	213

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

Table 8
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.229 ^a	.053	.048	.547

a. Predictors: (Constant), adhocracy_mean

b. Dependent Variable: jobsat_mean

Table 9
Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.790	.169		16.550	.000
	adhocracy_mea n	.173	.050	.229	3.423	.001

a. Dependent Variable: jobsat_mean

Table 10
Correlations

		hierarchy_m ean	jobsat_mea n
hierarchy_mea n	Pearson Correlation	1	-.051
	Sig. (2-tailed)		.459
	N	213	213

jobsat_mean	Pearson Correlation	-.051	1
	Sig. (2-tailed)	.459	
	N	213	213

Table 11

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.051 ^a	.003	-.002	.561

a. Predictors: (Constant), hierarchy_mean

b. Dependent Variable: jobsat_mean

Table 12
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.474	.169		20.538	.000
	hierarchy_mean	-.038	.051	-.051	-.742	.459

a. Dependent Variable: jobsat_mean

Table 13
Correlations

		market_mean	jobsat_mean
		n	n
market_mean	Pearson Correlation	1	-.048
	Sig. (2-tailed)		.486
	N	213	213
jobsat_mean	Pearson Correlation	-.048	1
	Sig. (2-tailed)	.486	
	N	213	213

Table 14

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.048 ^a	.002	-.002	.561

a. Predictors: (Constant), market_mean

b. Dependent Variable: jobsat_mean

Table 15
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.453	.149		23.111	.000
	market_mean	-.032	.046	-.048	-.698	.486

a. Dependent Variable: jobsat_mean