

# ORGANIZATION CULTURE AND EMPLOYEES' SATISFACTION: A STUDY IN PRIVATE SECTOR OF PAKISTAN

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## ABSTRACT

*This research paper is proposed to scrutinize and probe into the characteristics and explore the distinctiveness of work environment existing in private sector's organizations. A sample of 200 private organizations was selected by simple random sampling method. Only 81 organizations responded positively realizing a response rate of 41.5%. A conclusion is drawn through descriptive analysis which states that organizations in private sector has extremely encouraging, favorable and exigent work ambiance. Additionally role of leadership is of paramount importance in any private sector's organizations because a healthy, challenging and supportive work environment having better chances of organizational progress and personal career's growth through performance based reward system could be established only by able and competent leadership. Above all a well incorporated work-environment in private sector organization is a result of fine knitted all six building blocks of organization culture i.e. career growth (CG), management role (MR), employee's involvement (EI), and reward system (RS), employee's involvement (ER), employee's satisfaction (ES) which are working in a well synchronized manner. From regression model analysis it is verified that the intensity of employee's participation encouraged by the management and the role of leadership in leading the organization has a deep impact on the level of employee's satisfaction in private sector's organizations.*

**Keywords:** *Organizational culture, employees' performance, Job's stability, Leadership, motivation, and Career growth.*

## INTRODUCTION

Organizational Culture plays a significant role in any organization whether working in a public or private sector. A realistic approach can be planned and developed in the realm of enhancing organizational performance only after having identified and comprehended the existing

organizational culture of a given society. In Pakistan, private sector organizations are replacing public sector organizations at a fast pace as public sector is not providing good and well paid job opportunities, whereas on the contrary private sector organizations not only offers good employment opportunities but also make sure to give maximum level of job satisfaction to its employees. Organizational culture is well recognized measure which helps in understanding the organization's professed suitability for the employee's incentive, encouragement, and contentment with their job. It is anticipated that a content, happy, enthused, stimulated and motivated employees would be more prolific, creative, faithful and devoted to the employer organization. Nevertheless, organizations are well aware of the fact that a strong, vigorous, accommodating, helpful and career oriented work environment should be provided to the employees so that valuable and competent work force can be accomplished, managed and maintained.

The world is changing at a very fast pace and so does the working of economies, markets, investments and organizations. Accordingly organizations are bringing a dramatic change in their traditional set up of autocratic nature and now they are moving towards and adopting more democratic organizational norms by delegating responsibilities to lower level as well as by encouraging involvement from all sectors and departments. These unavoidable infrastructure changes have deeply affected the organizational culture which has become more team oriented and provide ample chances of career growth and progress. At present flourishing organization are keener in presenting and creating a working environment that is learning oriented, encouraging and demanding for their employees. The working environment of organizations is not a simple affair anymore, now it is more diversified, intricate and complicated. Rising variety of miscellaneous issues ranging from and among workforce like gender, ethnicity, and nationality, is giving birth to novel challenges to the present age managers.

## **LITERATURE REVIEW**

Organizational culture plays an imperative role of a backbone in any organization. Johnson and Scholes (1999) give an authentic definition of organizational culture as "it is comprised of fundamental principles, postulations and convictions that are shared by members of an organization". The characteristics of a rational and overriding

organizational culture must include a flexible learning environment which has the capacity to absorb the environmental changes and consisting of the workforce that is highly passionate, hard working, reliable, dominating, powerful, responsible and well motivated (Barratt, 1992). Undoubtedly organizational culture has been recognized as an essential aspect in bringing the organizational success in getting most wanted business performance outcomes (Irianto, 2005; Sigler and Pearson, 2000; Madu, 1997). Private sector organizations are distinguished by competitive environment, accountability at the grass root level, performance based reward system, multifarious and office rivalry among and between employees and groups, more pragmatic responsibilities and empowerment.

Throughout the world widespread and rigorous research is conducted in the field of organizational behavior which not only highlights the expected significance of organization culture in the better working of any organization but also put forward the incredible role which organizational culture is playing in determining and reshaping the work ambiance simultaneously for both employers and employees. A realistic approach can be planned and developed in the realm of enhancing organizational performance only after having identified and comprehended the existing organizational culture of a given society. In Pakistan, private sector organizations are replacing public sector organizations at a fast pace as public sector is not providing good and well paid job opportunities, whereas on the contrary private sector organizations not only offers good employment opportunities but also make sure to give maximum level of job satisfaction to its employees. Primarily the focal point of this research is private sector's organization and it is assumed that private sector will be providing and fulfilling the high demand of jobs in future, therefore a better understanding of the organizational culture of present private sector is a prerequisite as well as profitable for managers and researchers.

Organizational culture has been defined as a vital relative factor in describing organizational strategies, by bringing massive change of responsibilities of quality at all levels of organizations (McMaulle *et al.*, 2001; Hofstede, 1991; Lakhe and Mohanty, 1994). Schein (1984) narrated the most appropriate and valued definition of culture (MacMaulle *et al.*, 2001; Irani *et al.*, 2004). Culture is an imaginary outline revealed, discovered or developed by a specified group based on essential

assumptions. This imaginary outline is applied to manage issues of outer adjustment and inner incorporation, which has been worked successfully in the past and is now considered suitable and applicable, hence it is to be taught and transferred to new members as the most apposite means to identify, assume and believe in accordance to those problems (Schein, 1984) "Culture is known as the social legacy of a group that includes collective assumptions, viewpoints, understanding, mores, customs and ethics and standards." Culture is beautifully defined by Edward Taylor as "the multifaceted and intricate phenomenon which is obtained by man as the member of society is comprised of facts, conviction, art, principles, law, traditions and other significant features". In the words of Hofstede (1991) culture is described as, Culture is a peculiar program of mind which differentiates the members of one human group from another. Therefore culture can be taken as a structure of customs, traditions, mores, norms and ethics that are inherited and shared amongst inhabitants of a society. Values are intangible ideas about beliefs of a group which they considered to be fine, correct and wanted. The very foundation of culture is formed by values. Organizational culture is defined in various ways and it has more than one definition. It has multidimensional nature, thus it has been studied from several angles and viewpoints ranging from disciplines such as anthropology and sociology, to the applied disciplines of organizational behavior, management science, and organizational communication.

Hence, culture of an organization can be described as a thought or a scheme in the field of management and organizational studies which depicts and describes the psychology, behaviors, experiences, beliefs and values of an organization is illustrated as organizational culture. These morals, ethics, values and ideals could be personals as well as cultural. Moreover it could be stated that "the particular assimilation of ideals, values, norms and customs that are collectively shared by the people and groups of an organization and which are also used as a mode of interaction within and outside the organization. Communication within an organization deals with the executives, colleagues and subordinates where as outside dealings are related to the interaction with the stakeholders.

## **PARTICIPATIVE MANAGEMENT AND CULTURE**

In the current organizations milieu, the concept of organizational culture is widely been used and has gained widespread popularity and acceptance as a medium to comprehend human systems. Now Organizations are facing new challenges and speedy changes, for that reason organizations have created a more pragmatic, logical and rational approach to deal with people. The human resource management strategies such as job satisfaction, team empowerment, participative management and strategic planning have occupied a pivotal position in any organization and they are concentrating highly on these strategies. Most importantly these are among those aspects which are vital for maintaining and developing of a hale and hearty organizational culture.

The Liaison between job satisfaction and performance has always been a matter of concern. Researchers have mix opinion regarding this relationship as some agree with the fact and others counteract it. Satisfaction and productivity falls in the same category. It is believed that a healthy, established and steady organizational culture whether in private or public sector results in maximum level of employee satisfaction. The dynamic nature and extensive working of organizations have changed it into the most intricate social structures of the present age. Employees are one of the key players in the organization; it is through their rigorous hard work, commitment and participation which make an organization workable and successful. The relationship between the organization and its employees has the nature of mutual dependence (Kerego & Mthupha, 1997), as both the employees and organization share reliance; therefore they may have the ability to affect the results which can be positive or negative.

Organizational performance is incredibly enhanced with a positive and healthy organizational culture which in turns increases the individual performance, less absenteeism and reducing employee turnover. Several researchers, particularly (Eby *et al.* 1999) have stated that improving individual sense of power and just treatment and management would lead to fruitful results in the context of work which would eventually minimize rates of turnover and non-attendance. Just treatment of employees include several factors ranging from clearing the work environment of organization from all forms of inequality and

discrimination whether it involves racial, gender, age, religious and several others.

Employee empowerment plays a significant role in participative organizational culture and it is also a key factor. It is a strategy and a viewpoint which allows the employees to make bold decisions about their jobs and also to take initiative or their work as well as to take responsibilities for their outcomes. The basic notion of participative management is that by sharing managers' decision making powers and involving employees in every decision of significance. Participative management will increase and boost their performance along with their sense of job satisfaction and diminishes their feeling of insecurity and uncertainty. Hence, from the very beginning it was predicted that the obvious result of empowerment would be job satisfaction and contentment (Soonhee, 2002).

## **INTRINSIC REWARDS & ORGANIZATIONAL CULTURE**

The encouragement comes from the feeling of contentment which one gets in getting a task as well as in doing it and even in completing it. Employees take up task or problem as a challenge and in looking for answers and finding a solution give them a high sense of gratification. Under such scenario, employee work not with the objective of attaining some reward in the form of prize, or a payment. However intrinsic motivation and encouragement does not entirely mean that a person is not looking for rewards. It simply means that sometimes external rewards are not sufficient enough to keep a person motivated. Nevertheless if the employees are given maximum opportunities which are attractive to them, there are ample chances that they will be motivated and remain committed to complete the organizational goals, objectives and tasks.

Culture is a set of values, beliefs, norms, mores, customs and traditions which are collectively shared and organizational culture has been described as the "normative glue" that binds an organization together. There are different kinds of organization but most of them fall into the category of either public or private organization. Both these kind of organization has different corporate cultures. Moreover there are diverse factors and parameters which largely affect the organization and its members. The corporate culture of private organization is more democratic where powers are delegated and there is more acceptance of

change and high level of job satisfaction. Whereas public sector organizations are more autocratic, rigid and firm, above all they do not welcome change. There is a stark cultural difference which is present among private and public sector organization. Furthermore corporate culture has deep impact on the work environment and performance of the employees. It is concluded that corporate culture plays a significant and positive role in every organization as it enhances the employee job performance as well as bring healthy changes in organization which resulted in an increase in the organizational productivity in a positive and healthy manner.

## **ORGANIZATIONAL CULTURE IN PRIVATE SECTOR**

Organizations are of many types such as governments, non-governmental organizations, international organizations, corporations, multi-national organizations, armed forces, charities, non-profit organizations, partnerships, cooperatives and universities. The nature of these organizations varies, some of them are private and some are public. The private sector of economy is controlled by private investors, individuals or groups. Private sector investment principally focuses on extracting and earning maximum level of profits and state do not enjoy control over these private sector investors. Private Sector is recognized for the delegation of powers which means the transfer of authority from one person to another, where the top management officials delegates powers to subordinates. The organizational culture of private sector is characterized by a particular feature of democratic behavior where all members and employees of the organization are equally involved in decision making process. Meetings are frequently held in which all the members are encouraged not only to participate but also to give their viewpoints, thus making organization more democratic. Furthermore, most outstanding feature of private sector culture is its flexibility, it is ready to adapt to the changes which occur in the sphere of corporate sector, therefore there is a continuous process of adaptation and adjustment within its culture and work environment. Moreover the culture of private organization is focused on the principle of equality. In the present age, work force consists of men and women of all ages, in private sector organizations they are treated on the very basis of equality and there is no gender discrimination and favoritism. All the employees irrespective of their cast and creed get equal opportunities, respect and reward in private sector culture. Private sector organizations culture

encourages team based work and tasks. Moreover the efficiency and effectiveness occupies a central position in culture of private sector. The working of an organization revolves around efficiency of its employees which means doing right things and effectiveness which stands for doing things in right manner. Above all the culture of private sector is chiefly performance based, progressing, vibrant, multi-dimensional, motivational and rewarding.

## **JOB SATISFACTION AND ORGANIZATIONAL CULTURE**

Employee performance is described by Kerego and Mthupha (1997) as appraisal in the perspective of organization, in the meanwhile culture gives the portrayal in the background of work. Job characteristics play a significant role in increasing and decreasing the level of job satisfaction and people will appraise their level of contentment and satisfaction in relation to what they recognize as significant and appropriate to them. The employees scrutinize diverse features of their jobs and their inspection and satisfaction varies from each other as it revolves around the subjectivity of the employees. Research finding in the sphere of job satisfaction connotes five vital job satisfaction dimensions i.e. pay, nature of work, supervision, promotional prospects and relations with co-workers. In view of the fact that main mechanism of any organization is related to job dimensions, and it portrays its climate, therefore job contentment is an assessment of the very factors of organization. The feelings of employees concerning the environmental factors explain the level of job satisfaction, at the same time organizational climate presents merely a depiction in the context of work.

## **METHODOLOGY**

According to Tajammal *et al.* (2009) empirical studies are exclusively based on the data collected through adopted research strategy, hence, the representation of target population by means of sample, unbiased selection of sample, and unbiased response of participants are critical issues to be addressed (Henry,1990; Salant and Dillman, 1994). The selected sample size should be precise and be able to represent the population with unbiased behavior. The target population for this study is comprised of middle level managers in the private sectors' organizations. A simple random sampling technique is used to collect data from a target population. Two hundred questionnaires were sent to



middle managers of private sectors' organizations, however only 81 questionnaires were filled completely in all respect. To integrate the survey approach a number of data collection methods, such as telephone interviews, direct observations, and mailing the questionnaires to the sample units, are discussed by various researchers (e.g. Salant and Dillman, 1994). Alternative data collection methods were not preferred because of their incompatibility with situation in which this research was conducted.

The research instrument used in this study consisted of twenty two items related to organizational culture. The research respondents were asked to respond about their organizational culture. The instrument used a five-point Likert scale reflecting a range of attitude from "strongly disagree" to the "strongly agree". The coding of the Likert scale was made as: strongly disagree (1), disagree (2), neither agree nor disagree (3), agree (4), and strongly agree (5).

Empirical data collected from the survey of private sectors' organizations demanded comprehensive analysis to address the research problem and research questions on analytical and statistical grounds. To reveal the sample characteristics, descriptive Statistics is provided; correlation matrix is constructed to assess interrelationships between different organizational cultures' constructs, regression model is developed to understand the impact of organizational culture on employees' satisfaction with their job and organization.

## **DATA ANALYSIS**

A descriptive analysis is performed to explore the characteristics of private sector organization regarding their organization culture. The analysis is comprised of simple frequency and percentage frequency against each research question along with detailed discussion.

*Table 1: Descriptive Statistics of Management Role (MR)*

MR	Very Low f (% f)	Low f (% f)	Average f (% f)	High f (% f)	Very High f (% f)
MR1. Up to what level leadership role is constructive in establishing healthy organizational culture?	1 (1.2)	10 (12.3)	19 (23.5)	36 (44.4)	15 (18.5)
MR2. Up to what level organizations provide an environment for personal learning to the employees?	1 (1.2)	17 (21.0)	27 (33.3)	30(37.0)	6 (7.4)
MR3. Up to what level organizations consider employees their asset?	2 (2.5)	16 (19.8)	37 (45.7)	22 (27.2)	4 (4.9)
MR4. Up to what level the innovative business ideas are perceived and adopted by the management?	5 (6.2)	10 (12.3)	32 (39.5)	29 (35.8)	5 (6.2)

Table.1 (MR1) shows that 62.9 percent of the respondents reported that the leadership in the organization of private sector is contributed positively in developing the vigorous organizational culture. It is inferred, from this large response (62.9%), that leadership is playing its due role effectively in the private sector and led their organization from the front. About 13.5 percent of the respondents perceived that the leadership role is ineffective in the private sector's organization in reefing the organizational culture and hence leadership failed to become a role model for their employees. About 37 percent of the employees reported that the level of effectiveness of leadership in private sector is neither high nor low but just is of average.

Table.1 (MR2) shows that 44.4 percent of the respondents reported that private sector's organizations provide a high level environment for personal learning to the employees. About 22.2 percent of the respondents perceived that private sector's organizations provide a low level environment for personal learning to the employees. About 33.3 respondents perceived that private sector's organizations provide an average level environment for personal learning to the employees.

Table.1 (MR3) shows that 32.1 percent of the respondents reported a high level of innovation in business ideas which are perceived and adopted by the management in the organizations in the private sector. About 45.7

percent of the respondents perceived that management is neither innovative nor it adopts innovative ideas

Table.1 (MR4) shows that 42 percent of the respondents reported organization in the private sector really honor and regard their human resource and consider employees as their valuable asset. About 18.5 percent of the respondents perceived that private sector organizations do not own their employees and hence has less appreciation for the human resource. About 39.5 percent of the respondents reported a moderate level of consideration of employees' importance in the private sector organizations.

*Table 2: Descriptive Statistics of Environment Role (ER)*

ER	Very Low	Low	Average	High	Very High
	f (% f)	f (% f)	f (% f)	f (% f)	f (% f)
ER1. Up to what level the work environment is supportive and healthy for the employees to deliver their best performance?	0 (0)	7 (8.6)	32 (7.0)	39(48.1)	3 (3.7)
ER2. Up to what level colleagues support each other at workplace?	2 (2.5)	19 (23.5)	29 (35.8)	29 (35.8)	1 (1.2)
ER3. Up to what level the self-esteem of managers is honored by the subordinates?	2 (2.5)	10 (12.3)	36 (44.4)	26 (32.1)	7 (8.6)
ER4. Up to what level employees consider their colleagues as competitors than fellows?	2 (2.5)	10 (12.3)	26 (32.1)	34 (42.0)	9 (11.1)
ER5. Up to what level the self-esteem is honored by the managers in dealing with subordinates?	2 (2.5)	17 (21.0)	34 (42.0)	26 (32.1)	2 (2.5)

Table.2 (ER1) 4.2 shows that 51.8 percent of the respondents reported that the work environment provided by the organizations in the private sector is very healthy and supportive for the employees and helps the employees to deliver their best at workplace. This response reflects that private sector provides motivating and conducive work environment to the employees which ultimately positively contributes towards the increase in employees' performance. About 39.5 percent of the respondents perceived that the level of supportive work environment is

average, which 8.6 percent of the employees reported low level of work environment in terms of support and motivating.

Table.2 (ER2) shows that only 37 percent of the respondents reported that in private sector's organizations colleagues support each other at workplace in performing their officially assigned responsibilities. About 36 percent of the respondents perceived the most of the time colleague do not support each other in facilitating each other in performing their assigned responsibilities. About 35.8 percent of the respondents the level of support and coordination among employees is of moderate level.

Table.2 (ER3) shows that 40.7 percent of the respondents reported that the self-esteem is highly honored by the subordinates in serving with their peers in private sector. About 14.8 percent of the respondents perceived the in serving subordinates do not regard self esteem of managers or other peers. About 44.4 percent of the respondents reported that level of respect and care observed by the subordinates with their managers and peers is moderate in the private sector.

Table.2 (ER4) shows that 40.7 percent of the respondents reported that the self-esteem is highly honored by the subordinates in serving with their peers in private sector. About 14.8 percent of the respondents perceived the in serving subordinates do not regard self esteem of managers or other peers. About 44.4 percent of the respondents reported that level of respect and care observed by the subordinates with their managers and peers is moderate in the private sector.

Table.2 (ER5) shows that 34.6 percent of the respondents reported that the self-esteem is highly honored by the managers in dealing with subordinates in private sector. About 23.5 percent of the respondents perceived the in dealing with their subordinates, manger do not regard of the employees' self esteem. About 42 percent of the respondents reported that level of regard and care observed by the managers with their subordinates is moderate in the private sector.

Table 3: Descriptive Statistics of Reward System (RS)

RS	Very Low f (% f)	Low f (% f)	Average f (% f)	High f (% f)	Very High f (% f)
RS1. Up to what level employees are appreciated for their performance only?	0 (0)	16 (19.8)	27 (33.3)	32 (39.5)	6 (7.4)
RS2. Up to what level favoritism is essential for promotion and other financial rewards?	1 (1.2)	17 (21.0)	29 (35.8)	26 (32.1)	8 (9.9)
RS3. Up to what level monetary benefits are offered as per the market value of the employees?	2 (2.5)	13 (16.0)	32 (39.5)	27 (33.3)	7 (8.6)
RS4. Up to what level talent is honored and rewarded by the organization?	1 (1.2)	17 (21.0)	34 (43)	26 (32.1)	2 (2.5)

Table.3 (RS1) shows that 46.9 percent of the respondents reported that the employees are appreciated for their performance and hence appraisal system in the private sector’ organizations is fair enough to deal with employees indiscriminately. About 19.8 percent of the respondents perceived that the appraisal system is not solely based on the performance of employees but some other parameters might be adopted unfairly and hence discriminative behavior is adopted in the process of appraising the employees’ performance. About 33.3 percent employees reported level of fairness in appraisal system is average.

Table.3 (RS2) shows that 42 percent of the respondents reported that favoritism is essential for promotion and other financial rewards work environment in the provide sector employment. It is inferred from this response (42%) that there are serious concerns among employees in terms of system of promotion and rewards and they perceived that favoritism is prevailed in private sector’s organizations. About 22.2 percent of the respondents perceived that the level of favoritism for promotion and other financial rewards is low in the private sector. About 35.8 percent of the respondent reported the level of favoritism neither high nor low but of average level.

Table.3 (RS3) shows that 41.9 percent of the respondents reported that the monetary benefits offer by the organizations are compatible with market. This response reflects that employees perceived that salary are

comparable and are higher than the current market scenario. About 21 percent of the respondents perceived that the level of monetary benefits offer by the organizations is less than the existing market. About 58 percent of the respondents believe that private sector's organization offer monetary according to market value.

Table.4 (RS4) shows that 34.6 percent of the respondents reported that the talent is honored and rewarded by the organizations in the private sector. About 22.4 percent of the respondents perceived that talent is neither honored nor rewarded by the organizations in the private sector. About 43 percent of the respondents perceived that the level of appreciation of talent is neither low nor high but is average.

*Table 4: Descriptive Statistics of Career Growth (CG)*

CG	Very Low f (% f)	Low f (% f)	Average f (% f)	High f (% f)	Very High f (% f)
CG1. Up to what level organizations contribute in the personal grooming of employees?	4 (4.9)	15 (18.5)	26 (32.1)	34 (42.0)	2 (2.5)
CG2. Up to what level potential personal career growth is perceived?"	4 (4.9)	15 (18.5)	26 (32.1)	34 (24.0)	2 (2.5)

Table.4 (CG1) shows that 44.5 percent of the respondents reported that the private sector's organizations greatly contribute in the personal grooming of employees. About 23.4 percent of the respondents perceived that the private sector's organizations do not have much contribution in the personal grooming of employees. About 32.1 respondents reported an average contribution of organizations in private towards the personal grooming.

Table.4 (CG2) shows that 44.5 percent of the respondents perceived that there is great potential of career growth in the private sector's organizations. This response reflects that private sector provides more opportunities to excel in the respective profession. About 23.4 percent of the respondents perceived that the chances of career growth are very low in their organizations. About 32.1 percent of the respondent reported chances of career growth as average.

Table 5: Descriptive Statistics of Employees' satisfaction (MR)

ES	Very Low f (% f)	Low f (% f)	Average f (% f)	High f (% f)	Very High f (% f)
ES1. Up to what level employees are motivated in delivering their best at work?	2 (2.5)	13 (16.0)	34 (42.0)	27 (33.3)	5 (6.2)
ES2. Up to what level the employees perceive stability in their jobs?	4 (4.9)	23 (28.4)	34 (42.0)	17 (21.0)	3 (3.7)

Table.5 (ES1) shows that 39.5 percent of the respondents reported that the employees of organizations in the private sector are very motivated in delivering their best at workplace. About 18.5 percent of the respondents perceived that the employees of organizations in the private sector are less motivated in delivering their best at workplace. About 42 percent of the respondents reported an average level of motivation of private sector's employees.

Table.5 (ES2) shows that 24.7 percent of the respondents reported that the employees perceive that their jobs are more secure and stable. This reflects that there is a small proportion of respondents who believe that their jobs are highly secured in the private sector organizations. About 33.3 percent of the respondents rated the job security as low in private sector organizations. About 42 percents of the respondents perceived an average level of job's security in private sector.

Table 6: Descriptive Statistics of Employees' involvement (EI)

EI	Very Low f (% f)	Low f (% f)	Average f (% f)	High f (% f)	Very High f (% f)
EI1. Up to what level employees are involved in decision making process regarding issues concerned to organizational activities??	4 (4.9)	13 (16.0)	34 (42.0)	26 (32.1)	4 (4.9)
EI2. Up to what level employees work in teams to achieve organizational goals??	1 (1.2)	9(11.1)	33 (40.7)	30 (37.0)	8 (15.7)
EI3. Up to what level employees pay attention to details of business process?	3 (3.7)	13(16.0)	38 (46.0)	24 (29.6)	3 (3.7)

Table.6 (EI1) shows that 37 percent of the respondents reported that the involvement of employees in decision making process is high, while 25.9

percent of the respondent perceived that the level of employees' involvement in the decision making process is low. The highest proportion of respondents (42%) perceived that the level of employees' involvement in the process of decision making is neither high nor low but is of average. It is observed that response is skewed towards the high level which is helpful to infer that private sector's organization really provide opportunity to their employees to contribute by having their ideas and thoughts in the process of decision making regarding the organizational issues..

Table.6 (EI2) shows that 46.9 percent of the respondents reported that the private sector's organization have team based workforce and employees work collectively to fulfill their responsibilities assigned by the organizations. About 12.3 percent of the respondents perceived that the private sector's organization do not have a team based workforce and employees work collectively to fulfill their responsibilities assigned by the organizations. About 40.7 percent of the employees reported that an average level of team based working in the private sector.

Table.6 (EI3) shows that 33.3 percent of the respondents reported that employees pay full attention to details of the business process they are engaged in. This reflects a healthy trend among the employees about their involvement in their job responsibility. About 19.7 percent of the employees perceived that employees do not pay full attention to the process details and just focus on the area of their core responsibility. About 46.9 percent of the employees reported an average level of involvement of employees in understanding the process details in the private sector's organizations.

Descriptive analyses show that the organizational culture in private sector's organizations is mainly encouraging and motivating for the employees. Leadership in the private sector is consciously striving for the incorporating a culture featured with team orientation, employees' involvement, and healthy career growth rate. However, lack of transparency in appraisal system is identified as major contributor towards the employees' dissatisfaction with their organization.



## CORRELATION ANALYSIS

The correlation analysis is used to measure the interrelationship between the work-environment constructs and the results are reported in table. 7 along with Pearson correlation coefficient  $r$  and level of significance  $p$ . Correlation is significant at 0.01 level if  $p$  value is at-most 0.01, and is significant at 0.05 if  $p$  value is at-most 0.05. Following coding is used for further analysis: employees' career growth chance CG, top management role MR, employees' involvement EI, employees' relationships ER, and reward system RS with dependent variable employees' satisfaction ES.

*Table 7: Correlation Matrix*

		CG	MR	RS	ER	EI	PS
CG	Pearson Correlation	1	.337**	.574**	.646**	.259**	.192**
	Sig. (2-tailed)		.000	.000	.000	.000	.004
	N	81	81	81	81	81	81
MR	Pearson Correlation	.337**	1	.414**	.480**	.469**	.360**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	81	81	81	81	81	81
RS	Pearson Correlation	.574**	.414**	1	.419**	.252**	.244**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	81	81	81	81	81	81
ER	Pearson Correlation	.646**	.480**	.419**	1	.239**	.239**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	81	81	81	81	81	81
EI	Pearson Correlation	.259**	.469**	.252**	.239**	1	.457**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	81	81	81	81	81	81
PS	Pearson Correlation	.192**	.360**	.244**	.293**	.457**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	81	81	81	81	81	81

Correlation analysis suggests that Career growth (CG) has strong correlation with reward system (RS), and employees' relationship (ER). Although, all the constructs were significant however, there strengths were varied from lowest (0.192) to highest (0.646). From correlation analysis it is concluded that organizational culture in private sector organizations is synchronized by the identified culture parameters.

### Development of Regression Model

Multiple linear regression model is developed for employees' satisfaction using five independent constructs which are taken as the indicators of the

organizational culture. . For the regression model, firstly ANOVA is performed to analyze the significance of model. Secondly, coefficient of determination Adjusted R-Squared is calculated to determine the percentage of variations explained by the independent variables in the model.

### **Multiple Linear Regression for Employees' Satisfaction**

Multiple linear regression analysis was performed to measure the relationship of independent variables, employees' career growth chance CG, top management role MR, employees' involvement EI, employees' relationships ER, and reward system RS with dependent variable employees' satisfaction ES.

### **Parameter Estimates of Employees' Satisfaction Model**

Parameter estimates for the profit per unit were displayed in Table.8.

*Table 8: Parameter Estimates of Employees' Satisfaction Model*

#### **Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.101	.374		2.948	.004
	EI	.624	.116	.517	5.370	.000
2	(Constant)	.360	.443		.812	.419
	EI	.442	.128	.366	3.444	.001
	MR	.390	.137	.303	2.846	.006

a. Dependent Variable: ES

### **Model Parameter Estimates**

Following model was established based on experimental results obtained

$$ES = 0.360 + 0.442EI + 0.390MR$$

### **ANOVA of Employees' Satisfaction Model**

Model significance was tested by ANOVA and result was displayed in Table 9.

Table 9: ANOVA of Employees' Satisfaction

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.845	1	10.845	28.838	.000 <sup>a</sup>
	Residual	29.710	79	.376		
	Total	40.556	80			
2	Regression	13.640	2	6.820	19.765	.000 <sup>b</sup>
	Residual	26.915	78	.345		
	Total	40.556	80			

a. Predictors: (Constant), EI

b. Predictors: (Constant), EI, MR

c. Dependent Variable: ES

From the Table 9, the p-value of ANOVA was 0.000, which shows that the model is highly significant as p-value is less than 0.05.

### Summary of Employees' Satisfaction Model

The model summary is provided, which is comprised of coefficient of Determination R-square, adjusted R- square and standard error of estimate.

Table 10: Employees' Satisfaction Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.517 <sup>a</sup>	.267	.258	.6133
2	.580 <sup>b</sup>	.336	.319	.5874

a. Predictors: (Constant), EI

b. Predictors: (Constant), EI, MR

From the Table 10, the regression model had an Adjusted R-Squared value 0.319, which showed that 31.9 % variation in the model was explained, for employees' satisfaction ES, by the linear relationship of independent variables.

The derived model of employees' satisfaction supports the inferences drawn in pervious studies discussed in literature cited. The model suggests that constructive role of leaders, and encouraging environment for employees' participation in decision making process enhanced the

employees' satisfaction with their job in private's sector organizations in Pakistan. Further, employees' satisfaction model suggests that the managers had adopted leaders' traits in leading their organizations which is proved very effective in enhancing employees' satisfaction. This research implies that managers should act as leaders in their approach of developing a culture that encourages the employees' participation, employees' involvement in decision making and independence in delivering their job responsibilities.

## **CONCLUSIONS**

Organizations in private sector has highly conducive and challenging work environment. High level of employees' involvement is considered an essential ingredient for the success of any business venture; private sector has provided an environment to employees which encourage their involvement is all stage of organization business process. Further, leadership is very much active in establishing a healthy and supportive work environment featured with performance based reward system and high potential for organizational and personal career's growth. All six constructs of organizational culture career growth (CG), management role (MR), employee's involvement (EI), and reward system (RS), employee's involvement (ER), employee's satisfaction (ES) have significant positive correlation which suggests existence of well integrated work-environment in private sector organizations. From regression model analysis, it is proved that employee's satisfaction is highly affected by the level of employee's involvement encouraged by the management and role of leadership in leading the organization.

### **Research implication for the managers**

This research provides a solid reasoning that managers should workout with leadership strategies which may encourage the participation of employees in decision making process. Further, top management must focus on developing a supportive, encouraging, and motivating culture to ensure employees' satisfaction.

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