

# The relationship of leadership qualities and organizational culture management es...

[Business](#), [Management](#)



## CHAPTER 1

Organization is a social unit of people that is structured to meet a need or managed for the purpose of collective goals. All organizations have a top management structure that create relationships between the different activities and the members of the organization, and subdivides to assigns roles, responsibilities, and authority to the middle manager and staff to carry out different tasks. Organization is open system because they affect by internal and external environment. Every organization is consisting of three elements people, goal and system. People are working in system for the purpose of accomplished organizational or people's goals. Organizational culture includes an organization's expectations, experiences, philosophy and values, interactions with the external environment and future goals. Culture s based on shared attitudes, beliefs, norms, customs, and written and unwritten rules that become part of organizational rules and policies, every organizational culture is unique with the organization and one of the hardest things to change. There are number of categories/kinds of organizational culture by which can measure the organizational culture exist in the particular/specific organization. Here in study only take three categories of organizational culture they are, bureaucratic, innovative and supportive cultures which we usually see in most organizations. In bureaucratic organizational culture we used to see centralized power it means all power under one person or in one hand, only one head of the organization hold each and every decisions of the organization and that person sometime take advice from different heads of the organization's department but he/she is not bound to take their advices. This type of organizational culture mostly

used to see in banks, private education sector and some public sectors organizations. In innovative culture employees of the organization encourages to bring changes in company products, its services and to bring value added services to the product to bring more business for the organization, in innovative organization culture powers are distributed to every single employee of the organization and employees use to think its his/her organization and profit are not only to the organization but to him/herself. In supportive organization culture employees are supported by their immediate bosses and supervisors for better work and for this they are motivate by different means like incentives, rewards like employee of the month or employee of the year, cash rewards, promotion and many more. Organizational commitment refers to an employee's belief in the organizations goals and its value, desire to remain a member of the organization and loyal to organization. With the changes in corporate culture managers are seeking to increase the employees' commitment towards their job and within the organization. Three types of commitment we usually see in the employees of the organizational commitment, affective, continuance, normative commitment. In affective commitment refers employee's emotional attachment and loyal with his/her work and with his/her manager and supervisors, in affective organizational commitment employee always think and react positive towards his/her organization in any situation. Continuance commitment refers when an employee want to remain with his/her present organization because they may have some legal/costs of leaving (loss of friends, loss of pension benefit, loss of familiar environment) or because employee didn't find alternative opportunities. Normative

commitment refers employee perceptions to their organization, employee loyalty, commitment towards his/her job and with the organization. Job satisfaction is how an employee satisfied with his/her job, there are types of job satisfaction, affective job satisfaction is the pleasurable emotional feelings with overall job and job satisfaction with pay, pension, working conditions and working hours etc. Job satisfaction is simply " how people think about their job and different facets of their jobs. It is the degree of satisfaction of employee with his/her work ". Job satisfaction is employee general attitude towards his/her job, the person having positive attitude towards job his/her job may have high level of job satisfaction and if the person having negative attitude towards his/her job may have dissatisfied from job. Employee happiness is about pleasure on the work environment. Employees could be dissatisfied by various reasons working a condition that has been provided within the organization, employee supervisor demotivated behavior, benefits that are given in the organization, work load, promotions. For the purpose of this study choice chemical sector especially fertilizer, because in this single sector can easily examine the relationship between organizational culture and culture different types, organizational commitment and job satisfaction. Chemical sector is based on factory and in big sector or big factory can examine the different culture of the organization with effects organization commitment and employee job satisfaction. In factories there may be many culture running at the same time in different department and can affect different employees with the different prospective.

## **1. 2 Problem statement**

Many studies have been done in the past related to the relationship of leadership qualities and organizational culture on employee performance[1]. Many researchers have conducted the study on the effect of organizational culture and CEO leadership[2]. Past studies indicate that the organizational culture and employer leadership style with employee effects on employee performance and increase in revenue. Some of the researchers have also measured the level of job satisfaction of employee in organizational culture marketing staff job satisfaction is higher than the employees work as a staff or managerial positions[3]. However, study was done on organizational culture relation with job satisfaction and organizational commitment has been done in the Pakistani fertilizer sector. Therefore, still there is the need to expand the study on organizational culture, and to measure the level of employee satisfaction with job and organizational commitment in Pakistani context.

## **1. 3 Research objective**

To examine the association between different types of organizational culture and organizational commitment in fertilizer sector of Pakistan. To examine the association between different types of organizational culture and job satisfaction in fertilizer sector of Pakistan.

## **1. 4 Research questions**

What is the association between different types of organizational culture and organizational commitment in Pakistan? Which type of organizational culture most effect organizational commitment in Pakistan? What is the association

between different types of organizational culture and job satisfaction in Pakistan? Which type of organizational culture most effect job satisfaction in Pakistan?

### **1. 5 Scope of the study**

For the purpose of this study is to explore culture of the origination which comprises almost all human resource processes including the management style, training and development, employee performance, reward, employee job satisfaction. With the help of this study will be able to prove that whatever type of organizational culture exists in organization is to enhance the employee job satisfaction and organizational commitment. With the help of this study corporate management can find out the ways to create an environment which leads the employees towards organizational commitment and job satisfaction. Hence organizations should critically consider that type of culture will be beneficial for their organization, and then try to properly communicate it with each and every member of the organization.

### **1. 6 Limitation of the study**

Basic limitation during study is time because half part of the study have to finished and pass by the supervisor before final term of running semester, sample size is not representing the whole population size but have to be prescribe during selection of sample size, study focus on chemical sector because chemical sector only industry where can easily see different type and level of organizational culture relation with the organizational and employee commitment and job satisfaction.

## CHAPTER 2

### 2. 1 Theoretical background:

Organizational culture is a lever that carries the organization towards the ladder of success, strengthens the manager strength and reduces the weaknesses.[4] Organization culture is the root of the way things get done. Organization culture can be some believes and values, so does an organization. Organization culture as a whole can be described as the way things are done in the organization working environment.[5] Organization culture is system knowledge which defines the standards by the help of which people perceive, believe and evaluate things and it is an act that serve to relate human communities to their environmental settings[6]. The personality of the organization represents the culture of that organization. The assumptions values, norms, visible sign and behaviors of the organization members together can be comprised as culture. The particular culture of the organization is sooner or later can be sensed by the organization members. Culture is one of the terms which are difficult to explain generally but after the members of the organization sense it the culture becomes easy to explain. There are three main types of organizational cultures, bureaucratic, supportive and innovative. The level of commitment to the organization of the individuals may differ because they bring their own values, attitudes and beliefs. How the organizations are managed is totally depends upon the influence of the culture on individual values and how these values fit in with the existing organizational culture. [7]A bureaucratic organization culture is a hierarchical culture which is usually based on control and power from the top management and in which

employees do not have the authority to participate or share their suggestions with the management moreover employees also do not have the direct communication with the management as a result they have the opportunity to participate in decision making. An innovative culture is based on the creativity, challenges and result oriented work environment. While taking into concern about the external environment an innovative culture motivates the flexibility and encourages initiative. Like an entrepreneur the leader in this type of organization processes the ability of innovation and they are adventurous within themselves. The supportive culture is based on teamwork and people oriented environment, people are generally friendly, fair and helpful to each other. There is a basic trust and mutual support found between employees in this type of organization. When employees in the organization get a chance to participate in the overall decision making and strategic implementation, they will be more concern about positive effect after this implementation. Supportive culture has trusting, safe, sociable, relationship-oriented and collaborative work environment[8]. Studies by various researcher shows that the bureaucratic culture has a negative impact on job satisfaction while there is a positive effect found among innovative and supportive culture on job satisfaction. Bureaucratic culture has a hieratical structure and is a task oriented culture where employees are not encouraged to share their suggestions and participate in decision making activities as a result the motivation level of employees comes down and thus they are more dissatisfied from their jobs, on the other hand innovative and supportive cultures are more result and people oriented where there is always a support from the supervisors and peers and



innovative ideas and suggestions in decision making are always encouraged thus people get motivated in such an environment and they strive for more hard work as a result they become highly satisfied with their jobs[9] Job satisfaction is " how employee thinks about their job and different facets of their jobs. It is the degree to which people like satisfaction or dislike/dissatisfaction their work". One of the authors defines job satisfaction as it is an emotional state that is pleasurable or positive which results from one's job appraisal or job experiences[10]. Job satisfaction is employee general attitude towards his/her job, if the employee having positive attitude towards job his/her job may have high level of job satisfaction and if the employee having negative attitude towards his/her job may have dissatisfied from job. Job satisfaction and happiness is depends upon how pleasure he/she take or enjoy his/her work. Employees could be dissatisfied by various reasons working conditions that has been provided within the organization, employee supervisor de-motivated behavior, benefits that are given in the organization, work load, promotions,[11]. However, job satisfaction is determine by many factors that has a direct or indirect impact on satisfaction level of the employees, top management and immediate boss of the employees think that satisfied employee is more productive as compared dissatisfied employee so job satisfaction affects productivity of the employee directly, which is highly related between job satisfaction and productivity of the employee. Absenteeism is also high relationship with the job satisfaction of the employee, satisfied employees have low level of absenteeism then dissatisfied employees of the organization, Organizational commitment in which employee wishes to remain within the organization and show his/her

membership and loyalty towards organization. Many studies prove that organizational commitment also leads to the lower level of absenteeism and turnover and increase in job satisfaction, however mostly researcher found that more than 30 years in the same organization employee become more commitment with his/her organization and employee employer relationship become more strong with the passage of time passes. Employees believe their organization value their contribution towards organization and care about their future and that is organizational commitment but in reality this commitment shows in employee job satisfaction and low turnover.

[12]Organizational commitment has three elements: affective, continuance and normative commitment. Affective commitment is emotional attachment of employees with the organization[13]. Continuance commitment is employee's benefits at the time of leaving organization or retirement it is payment or investment which is deducted from employee salary on monthly bases, this benefits can only be take on retirement bases. Normative commitment is the employee loyalty, commitment towards his/her job and with the organization.[14]Organizational culture and organizational commitment relationship depends upon type of organizational culture in organization, innovative and supportive culture organization has positive and high relationship with the organization commitment, because in innovative and supportive culture employee get chance to show his/her commitment with the organization and their managers motivate them for their better work performance, as compared in bureaucratic culture organizational commitment is negative and low relationship because bureaucratic culture employees are not supported and motivated by their managers, this type of

culture task oriented not people oriented. When employees are dissatisfied with his/her work they become less committed with organization.

## **2. 2 LETRATURE REVIEW**

Buch and Rivers (2001), Examine effect of organizational culture on and leadership and total quality management on performance and employee satisfaction. Questionnaires filled by 823 respondents, Cross sectional survey technique used, results shows that organizational culture changes is difficult to maintain in total quality management because external environment continuously change with the time and sector requirements. Xenikou and Simosi (2006), examine relationship between leadership and organizational culture on employee performance. Achievement, leadership, performance and past performance are variables, hierarchical regression analyses were used and 300 questionnaires filled by Greece financial organization. Result shows that culture had direct and positive effect on employee performance and leadership had indirect negative effect on employee performance; recommendations regarding result are if organization wants high relationship between organization culture and employee performance they had to maintain and control organization culture and leadership style. Densten and Sarros (2012), study effect of culture and social acceptance on CEO type leadership. Reward, performance orientation, innovation and stability are use as independent variables, cross sectional survey was conducted on 635 CEO of the different companies in Australia. Hierarchical multi regression technique result shows that cultural transformational and transactional leadership are different by the specific culture, CEO shows its company

norms, social acceptance needs and culture. Taomina (2008), examine the theories on leadership, employee enthusiasm, and lack of cooperation in organization culture. Demographic, leadership and socialization are variables, questionnaire filled by 166 employees from different companies, correlation and regression analyses technique were used. Significant positive correlation between leadership and organization culture shows and bureaucratic culture is more important than flexible culture, bureaucratic culture is highly significant correlation with socialization. Recommendation for the leadership should be flexible, attitudes of leader are good for the organization and their employees and socialization need management attention in organization culture. Yiing and Ahmad, (2009), to determine the effect of organizational culture between leadership and organizational commitment and relationship between job satisfaction, commitment and performance. Organizational commitment, job satisfaction and employee performance are dependent variables, 238 respondent filled questionnaire. Hierarchical multiple regression method were used, result shows that leadership significantly related with employee commitment and culture play important role to built this relationship, as far as organizational commitment has significant relation with job satisfaction but not with the performance. Recommendation regarding this research is supportive leadership culture in organization can built strong relationship between organizational commitment, employee performance and job satisfaction. Awan and mahmood, (2010), examine the relationship between leadership, organizational culture and job satisfaction and employee commitment in universities of Pakistan. Questionnaire filled by 115 different universities

librarians of Pakistan, t- test, chi- square and ANOVA techniques are used to examine the data. Result show that these librarians work under bureaucratic leadership style and they are not significant relate with the job commitment, organization culture. Some of them are highly committed with their organization, the only reason they librarians are less satisfied and less committed with work because they did not have job growth. Asree et al. (2010), to explore leadership competency, organizational culture affect on employee performance and customer satisfaction to increase total revenue. 88 questionnaire filled by different hotels in Malaysia, factor analysis method were used and result show that leadership competency and organizational culture have positive relationship on hotels revenue and customer satisfaction. Hotel management need to improve their organizational culture perspective like listening staff problems and suggestions regarding improvement hotel management and customer service, reward and recognition to their performance would lead to positive effect on customer satisfaction and leadership competency and the positive increase in revenue. Abraham et al.(1997), to explore quality culture and the management of organizational culture. The study was conducted on those companies of Australia which were win quality award in 1989 to 1983. Data was collected through design questionnaire which include information regarding organization vision, organization structure , organization culture, management practices, motivation and reward system, communication, quality, leadership style and behavior of management with the employees and employees with the other employees, total 350 questionnaire was filled. ANOVA method was used and result shows that strategies are important for

the future vision, leadership take initiative to change in the organization which will benefit for the organizational culture, strong team work, design organizational structure and agreements for the betterment of organization future. Block (2003), explore the relationship between organization culture and leadership in sale and service sector. 728 questionnaires were filled by the employees, correlational methodology were used. Result show that significant positive relationship between organization culture and leadership, immediate supervisor's behavior effects employee overall performance and his/her job satisfaction. Gupta (2011), examine high performance organizational relation with organization culture and its leadership style. Data were collected from 62 society of GLOBE program (Global Leadership and Organization Behavior Effectives) and cross culture database show the relationship between culture dimensions and high performance organization, hierarchical linear method used to determine result several strategies effects on high performance, societies of the organization are common, humane oriented culture, gender diversity, future oriented are positively effects on employee performance. Lund (2003), examine impact of organization culture on job satisfaction of marketing employees in USA. Organization culture and job satisfaction are used as variables, 360 questionnaires were filled by the marketing employees relate with different organization culture. One way analysis methodology was used and the result shows that job satisfaction signification varied from organization culture to culture, clan culture (mentoring, loyalty, tradition) and adhocracy culture (innovation, entrepreneurship and flexibility) higher level of job satisfaction then hierarchy culture. Companies can make this relationship to their competitive

advantage and for this they have to maintain high relationship between employee job satisfaction and organization culture. Chang and Lee (2007), examine relationship between leadership style, types of organizational culture, learning organization and employee job satisfaction in Taiwan. 1000 questionnaires filled, factor analysis and reliability test and MANOVA were used to examine the relationship. Result show that leadership and organizational culture positively significant affect of learning organization and learning organization has significant positive effect on employee job satisfaction. Sometimes it is impossible for the leadership organizations to satisfy employee job satisfaction because these types of organizations facing hierarchy culture from many years and it's not easy for them to change their organizational culture as far as learning organizations culture concern their employees are positively satisfy from job satisfaction and organizational culture. Jung et al. (2008), explore the relationship between organizational cultures from national culture on total quality management performance. 186 multinational organizations filled questionnaire, regression analysis shows that total quality management is significant relates with organization culture and total quality management has positive impact on business performance. Multinational organizations are more significantly related to total quality management. Gebauer et al. (2010), study relation between different components of service culture and performance in organization. 1157 questionnaire were filled by the manufacturing sector and t-test methodology used to examine the results, finding show that positive association between service corporate culture and employee performance, type of organizational structure effects on service oriented in corporate

culture. But service orientation and corporate culture has no effect on organization culture and employee performance. Aseer et al,(2009), examine strategies of the operation department in services providing industry, to study the relationship between organizational culture, organizational leadership style on customer satisfaction and employee performance. 88 different services industries filled questionnaire in Malaysia, empirical analysis method used to explore the study. Findings shows that there is positive relationship between leadership and organizational culture with employee and customer satisfaction and this positive relationship show positive high in revenue. Suggestions for the service organization are leadership and organizational culture are most important factors to improve and increase customer positive response, their loyalty and satisfaction towards organization, and there positive relationship shows increase in total revenue. Borges, (2013), explore expertise of individual employees will be developing by working in team and examine the relationship of organizational culture, personality and social environment in IT organization. 143 questionnaire was filled by IT professionals and (PLS) partial least squares method was used to examine the data. Result shows that hardworking, responsible individuals share their knowledge when they are working in team and their managers are supportive to encourage, motivate them for the good and better performance, recommendations regarding this research are organizational culture should be encourage every employee of the organization to share their knowledge and to take advantage of this knowledge sharing for the betterment of organization. Bellou, (2010), examine organizational culture relation on job satisfaction regarding with the



gender and age. Data were collected from Greek 125 questionnaires were filled by the hospital employees to check the relationship with their job satisfaction with the variables of age and gender. Descriptive statistics, regression test and t- test methodology were used to analysis data. Result suggests that some cultural types effect on employees job satisfaction they may be personal growth opportunities, good reputation. Recommendations according to this research are organizational culture can enhance employee's job satisfaction to feel them part of the organization and encourage them to build their career within and outside organization, because if organization bound their employees to built and enhance their capabilities and expertise within organization they may be not fully show their capabilities, in this way organization don't have chance to lose their employee and their loyalty towards organization and that become organizational competitive advantage. Bigliardi et al,(2012), explore the relationship between job satisfaction and organizational culture in pharmaceutical industry and which factor is more important for the organizational culture. Bureaucratic and supportive organizational culture used as dependent variables. This research data based on many case studies which include semi- structured interviews from May and June 2009 of pharmaceutical companies. Finding shows that bureaucratic organizational culture negative relation with job satisfaction, supportive organizational culture positive relation with job satisfaction. Managers are most important aspect of any organizational culture to show positive relation with carrier development, leadership, R&D activity, job satisfaction. Chuttipattana and Shamsudin, (2011), examine organizational culture effect and its relation

between managerial expertise and managerial personality in Thailand. 358 questionnaires were filled by managers in Thailand; three types of organizational culture were study in this research, leadership humanistic, prescriptive. Manager personality, health care, primary care and organizational culture used as variables to study the impact of research study. Exploratory factor analysis, confirmatory factor analysis and hierarchical multiple regression methodology were used to examine the research. Result shows that humanistic, leadership culture is significant relation with managerial personality, and this shows that manager's positive personality at work and has high impact level of leadership culture and high return in revenue. Nguyen and Mohamed, (2011). To study relation between leadership on knowledge management and its effect on organizational culture in Australia. Transformational, transactional, organizational culture and knowledge management were used as variables, 157 questionnaires were filled by different medium size organizations, and exploratory factor analysis was used to analysis reliability, validity of the data. Result shows that transactional and transformational leadership has positive relationship with knowledge management, contingent leadership have large impact on knowledge management. Recommendation regarding this research, organizational culture and leadership has positive and negative relations sometime, which is totally depend upon organizational culture because organizational cultures create leadership types which make good for the organization and sometimes make worst conditions to grow and run organizational business. Erkutlu (2012), examine moderate organizational culture relation with shared and proactive behavior of leadership. Data were

collected from 420 teams working in 21 different banks of Turkey; hierarchical regression methodology was used to examine the data to check relationship. Finding shows that shared leadership has positively related with proactive leadership behavior, its build stronger supportive culture in organization. Some leadership role and responsibility have positive effects within their team members and team show proactive behavior, leadership role vary from organizational culture to culture. Shared leadership increases job requirements and take new steps and it shows positive impact in job requirement and responsibility Corbett and Rastrick (2000), examine correlation of total quality management and quality performance in New Zealand organization. Culture inventory, quality performance, warranty claim, production are used as variables. Data were collected from 40 manufacturing organizations and spearman's coefficient methodology was used to examine the data. Result shows that no significant relationship between organizational cultures, production quality is shown. Recommendations regarding these results, organization must build significant relations between different types of organization culture, total quality management and with employee to gain and improve revenue and achieve organizations mission. Uzkurt et al (2013), examine the relation between organizational culture and organization performance in Turkey. Data was collected from 154 branches of Turkey bank and organizational culture and coefficient of regression method was used, organizational performance and organization's employee innovations are used as variable. Result shows that organization culture, innovation of employees has direct and positive relation with employee/organization performance.

Recommendation regarding with the research are it's a competitive advantage of any organization innovation in employee performance, organizational culture and performance relation show the organizational returns and employee job satisfaction. Rashid et al (2004), study organizational culture and organizational changes in Malaysia, questionnaire was filled by 258 companies, cross- tabulation and chi- square techniques were used to examine the results. Finding shows that association between organizational cultures, effectiveness attitude of organizational changes, result also shows that different types or organizational culture have their own way for the acceptance in organizational changes. This means every organizational culture has some capabilities for the changes and some organization does not allow their employees to change with the external environment, not even try to change their culture with time. Roloff (2007), to study the relationship of organizational culture with compensation system in organization. 288 questionnaires were filled undergraduate's respondent from different organizations on the bases their salaries and benefits based on seniority, and regression analysis test were used to measure the results. Result shows that companies based on seniority compensation system are more aggressive organizational culture towards reward. In psychological point of view organization having seniority based system their employee's behavior are more relational as compared to the other organizations, employees of those organizations were not satisfied with its distribution of salaries and benefit system as compared of the employees of those organization which has performance based distribution of salaries and benefits. Finding show that compensation system awareness of employee

effect the employee job satisfaction and shows the organizational culture which makes employees more attraction towards their job and organization. Pantouvakis and Bouranta (2013), to explore the relationship between organizational learning culture and job satisfaction on customer satisfaction in different service sectors. Questionnaire was filled by 437 respondents from service sector, learning culture, employee satisfaction and customer satisfaction, employee education level are used as variables, and regression analysis technique was used to find the relationship. Result shows the positive strong relationship of organizational learning culture with employee job satisfaction and customer satisfaction because when employee learns about their services and he/she educate their customer regarding services they provide it increases the customer satisfaction as well as employees job satisfaction. Recommendation related with the research is when employees are educated, motivate and their organizational culture is supportive which provide their new and existing knowledge and skills so they are more satisfied from their jobs, which increases high quality services of the organization. Jabbour (2011), to explore the HRM practices, organizational learning, team work and organizational culture in Brazil. Data was collected from 2005 to 2008 around 94 companies which having ISO 14001 certification, human resource management, organizational culture and environment management used as variables. Result shows that human resource practices control work environment management and it also show that environment issues could be solved by human resource management practices which can affect the employee overall performance, team work, good organizational culture and organization learning culture.

## CHAPTER 3

### METHODOLOGY

#### **3. 1 Research Approach:**

Quantitative research technique models use for, theories hypotheses testing, quantitative data in numerical form such as statistics, percentages. In quantitative researcher technique specific and narrow question asked to collects numerical data from respondents to answer the question. The researcher analyzes the data with the help SPSS. Quantitative methods can be used to verify which of such hypotheses are true.

#### **3. 2 Research Purpose:**

Exploratory research to gain ideas, usually conducted the initial stage of the research process. Purpose of the research is to narrow the scope of the research topic, to transform ambiguous into well defined solutions. In exploratory research data can be collected by secondary data analysis and in pilot studies includes focus group interviews, projective techniques, case studies, experience survey.

#### **3. 3 Research Design:**

Correlational analysis is use for statistical correlation to evaluate the strength of relations between independent and dependent variables.

Correlational analysis used for the collection and interpretation of quantitative data and the use of probability theory to examine and estimate population parameters. Correlation technique used to analyze data from more than one variable. Correlation shows the relation between two or more

variables such that examine the changes in one variable effect on other variable.

### **3. 4 Data Source:**

Primary data collected by questionnaire and sub managers, unit manager, line managers' filled questionnaire.

### **3. 5 Target Population:**

Chemical sector are study target population to examine the different organizational cultures and its impact on job satisfaction of employees, organizational commitment.

### **3. 6 Sample Size:**

Questionnaire were distributed by email and hard copy, 250 questionnaires were filled by sub managers, unit manager and line managers and other staff.

### **3. 7 Data Collection Techniques/ Tools:**

Data was collected by questionnaire to examine the response of the respondent a small scale piloting 1) strongly agree 2) agree 3) un-decided 4) disagreed 5) strongly disagreed. Questionnaire was adopted by Lau and Idris (2001) for organizational culture, organizational commitment by Lee and Ashton (2004), job satisfaction by Pauli spector's 36 items.

### **3. 8 Sampling Techniques:**

Convenience sampling technique was used because for the sample to fill questionnaire at his/her comfort time, and for the convenience and safe respondent time questionnaire were mailed them.

### **3. 9 Statistical Technique:**

Factor analyses technique are used to confirm that the concepts of each variable have been correctly measured, for the reduction of data which represent a wide range on a smaller number of samples. And for this purpose small scale was set to examine the response of respondent. Regression analysis study the relationship between independent variable and dependent variable, if independent variable and dependent variable move in the same directions its mean there is positive relationship between variables on the other hand independent variable increases and dependent variable decreases it's a negative relationship, use of regression analysis also shows the how much strong or weak relationship between independent variable and dependent variable. In study before analysis any data the issues arises variables are control, reliability and validity must be exists. Because reliability of data is very important in any research to examine the relationship, impact of one variable to other variable.

### **3. 10 Model:**

$$JS = \alpha_0 + \beta_1 BC + \beta_2 IC + \beta_3 SC \quad OC = \alpha_0 + \beta_1 BC + \beta_2 IC + \beta_3 SC$$

Satisfaction  
 OC = Organizational Commitment  
 BC = Bureaucratic Culture  
 IC =

Innovative Culture  
 SC = Supportive Culture



### **3. 11 Model Hypothesis:**

H01 : Job satisfaction has an insignificant effect on bureaucratic organizational culture. H02 : Job satisfaction has an insignificant effect on innovative organizational culture. H03 : Job satisfaction has an insignificant effect on supportive organizational culture. H04 : Organizational commitment has an insignificant effect on bureaucratic organizational culture. H05 : Organizational commitment has an insignificant effect on innovative organizational culture. H06 : Organizational commitment has an insignificant effect on supportive organizational culture.

### **3. 12 Variables Description:**

Organizational culture includes an organization's expectations, experiences, philosophy and values, interactions with the external environment and future goals. Culture is based on shared attitudes, beliefs, norms, customs, and written and unwritten rules that become part of organizational rules and policies, every organizational culture is unique with the organization and one of the hardest things to change. There are number of categories/kinds of organizational culture by which can measure the organizational culture exist in the particular/specific organization. Here in study only take three categories of organizational culture they are, bureaucratic, innovative and supportive cultures which we usually see in most organizations.

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