

Impact of Involvement & Consistency of Organizational Culture on Job Satisfaction in Local Government Organisations in Sri Lanka

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Abstract: Employee involvement and organizational consistency are very important factors for obtaining competitive advantage and sustainable performance for an organization. In Sri Lanka, public sector employees are pressed by rules, regulations and legislations. Research findings have revealed that the inefficiency has been rooted in Sri Lankan government organizations, and employee dissatisfaction is one main reason for the ineffective and inefficient service in the Sri Lankan state sector. Therefore, the focus of this study was to identify the impact of employee involvement and organizational consistency on employee job satisfaction in state sector organizations in Sri Lanka. The conceptual model developed in the present study was based on Denison Organizational Cultural Survey (DOCS) which identifies three organizational cultural traits namely, empowerment, team orientation and capability development as independent variables to measure involvement, and three organizational cultural traits, namely core values, agreement, coordination & integration as independent variables to measure consistency. While the dependent variable, which is employee job satisfaction was based on Minnesota Job Satisfaction Questionnaire. A structured questionnaire was developed and self-administered to a sample of 150 secondary level employees in the local government sector in Sri Lanka. Data was analyzed using descriptive and inferential statistics. The results show that all the traits measuring involvement, namely; empowerment, team orientation &

capability development & traits measuring consistency, namely, core values, agreement, coordination & integration were positively related with employee job satisfaction. Moreover, capability development is the most contributing organizational culture trait in involvement in the prediction of employee job satisfaction while agreement is the most contributing organizational culture trait in consistency in the prediction of employee job satisfaction.

Keywords: Involvement, Consistency, Job satisfaction, Empowerment, Team orientation

Introduction

Organizations contain people who are combined to one another purposively to meet the goals of them and the organization (Biswas, 2015). Employee is a leading factor which determines the success of an organization, in the competitive environment (Shah, Memon, & Laghari, 2011). The effectiveness of an organization will be limited if employees are not motivated to do their jobs well. (Delaney & Huselid, 1996).

Involvement and consistency are very important predictors when considering the success of an organization. Job involvement affects for many corporate outcomes in any organization and it is very effective on employees' efforts and their motivation (Mousavi, Hosseini, & Hassanpour, 2015). Consistency is an important factor when predicting the success of an organization

and it provides coordination and integration. Consistency contributes to an organization's capacity to predictable over the time and remain stable (Denison & Mishra, 1995).

When managing the employees, the most complex factor faced by managers is the employee job satisfaction. Dissatisfaction of employees cause absenteeism, less productivity and less loyalty (Aziri, 2011). Involvement and consistency traits are strong predictors when considering the employee job satisfaction (Denison & Mishra, 1995).

When considering the Sri Lankan context, studies have revealed that there is a significant positive relationship between employee involvement and organizational consistency with employee job satisfaction. Especially Government organizations have been criticized due to the inefficiency and, many research findings have revealed that, the inefficiency is rooted in Sri Lankan government organizations (Gunaruwan, 2015). Job satisfaction among Sri Lankan public sector workers has been a major concern, highlighted by the previous research studies because, job satisfaction affects for efficiency and productivity in organizations. Further studies have shown that, Sri Lankan state sector has failed to deliver an efficient and effective service due to the employee dissatisfaction (Sanjeewa & Herath, 2018).

Literature has proved that there is a very strong relationship between employee job satisfaction with involvement trait (Bhatti & Qureshi, 2007). And also according to literature, there is very strong and positive relationship between consistency and employee job satisfaction (Xie et al., 2014).

When considering the local government sector in Sri Lanka, the local authorities are self – governed by the local body which is made of persons elected by the local people. The ability of local governments to

provide and maintain basic services, sound financial management, and well-managed development, has been severely reduced due to the inefficiency and ineffectiveness among the employees (Krishnamohan, 2016). A study conducted regarding the local government employees in Sri Lanka revealed that, the satisfaction level of employees is in a poor level (Selvakumaran et al., 2012). According to the literature, the efficiency, effectiveness and employee job satisfaction is very low in the local government sector in Sri Lanka (Samaratunge & Bennington, 2002; Gunaruwan, 2015). Even though there are many studies have revealed that there is a significant relationship between involvement and consistency trait with employee job satisfaction, there are very limited studies based on the Sri Lankan government sector organizations (Wickramasinghe, 2016; Velnampy, 2007). So, to fill this contextual gap, this study was focused to identify the impact of involvement and consistency traits on employee job satisfaction in local government sector, Sri Lanka..

Literature Review

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Involvement and Consistency Aspects of Culture

The highly performed organizations have engaged and empowered employees (involvement), promote behavioral consistency with core values and coordinating actions (consistency) (Denison, Nieminen, & Kotrba, 2012). Consistency and involvement traits are mostly focused on the internal integration (Denison & Mishra, 1995). Involvement can be divided into three traits namely empowerment, team orientation and capability development. Consistency can be

divided into three traits namely core values, agreement and coordination & integration. Each trait is consisted with three indexes which show the specific facets of the traits (Denison et al., 2012). Involvement is related to the changing capacity of the organization and consistency is focused on keeping the organizational capacity in a predictable and stable manner over time (Denison & Mishra, 1995).

Job Satisfaction

Job satisfaction assesses the employees' working conditions and by this, it can be measured the organizational prosperity (Zahid et al., 2017). Job satisfaction is considered as the perceptions of employees on their working environment, employee relations and, promotion opportunities (Belias & Koustelios 2014). Employee satisfaction is an emotive and optimistic feature, which supports to take maximum appraisals, also with large extent of corporate experiences (Zahid et al., 2017).

Factors affecting Employee Job Satisfaction

According to the Minnesota satisfaction questionnaire developed by Martins & Proenca (2012), there are ten factors to measure employee job satisfaction likewise: The chance to work alone on the job; The chance to do different things from time to time; The chance to be "somebody" in the community; The way my boss handles his/her workers; The competence of my supervisor in making decisions; The chance to tell people what to do; The chance to do something that makes use of my abilities; The freedom to use my own judgment; The chance to try my own methods of doing the job; The praise I get for doing a good job (Martins & Proenca, 2012).

Hypothesis Development

Based on the previous literature on the two organizational traits namely involvement and consistency with employee job satisfaction, following hypotheses were developed.

Several studies revealed that empowerment significantly and positively affects for employee job satisfaction (Rana & Singh, 2016; Ulutas, 2018; Elnaga & Imran, 2014). By considering above factors the following hypothesis was formulated.

H 1: There will be a positively significant relationship between empowerment and employee job satisfaction.

Some studies revealed that team orientation significantly and positively affects for employee job satisfaction (Shujaat, Manzoor, & Syed, 2014; Komer, Wirtz, Bengel, & Goritz, 2015). By considering above factors the following hypothesis was formulated.

H 2: There will be a positively significant relationship between team orientation and employee job satisfaction.

Several studies revealed that capability development significantly and positively affects for employee job satisfaction (Abuhashesh, Dmour, & Masa'deh, 2019; Chaudhry, Jariko, Mushtaque, Mahesar, & Ghani, 2017; Picho, 2014). By considering above factors the following hypothesis was formulated.

H 3: There will be a positively significant relationship between capability development and employee job satisfaction.

Some studies revealed that core values significantly and positively affect for employee job satisfaction (Abuhashesh, Diskiene & Gostautas, 2013; Kuchinke, Kang, & Oh, 2008). By considering above factors the following hypothesis was formulated.

H 4: There will be a positively significant relationship between core values and employee job satisfaction.

Several studies revealed that agreement significantly and positively affects for employee job satisfaction (Bigliardi et al., 2012; Qazi, Miralam, & Bhalla, 2017). By considering above factors the following hypothesis was formulated.

H 5: There will be a positively significant relationship between agreement and employee job satisfaction.

Several studies revealed that coordination & integration significantly and positively affects for employee job satisfaction (Sikowo, Namusonge, Makokha, & Nyagechi, 2016; Wolfeld, 2010). By considering above factors the following hypothesis was formulated.

H 6: There will be a positively significant relationship between coordination & integration and employee job satisfaction.

Methodology

In this study, primary data was collected through questionnaires because, this is a quantitative research based on the survey method (Bradley & Harrell, 2009). The survey questionnaire was developed based on involvement, consistency and employee job satisfaction. Denison organizational cultural survey (DOCS) which was developed by Gillespie et al, (2008) was used to measure involvement, consistency and it was consisted with 18 questions. Here the scale involvement measured three sub variables; namely empowerment (three items), team orientation (three items) & capability development (three items). Also, the scale consistency measured three sub variables; namely core values (three items), agreement (three items) and, coordination & integration (three items). Refer figure 01 conceptual framework for the graphical representation. Minnesota satisfaction

questionnaire (MSQ) which was developed by Martins & Proenca, (2012) was used to measure employee job satisfaction and it was consisted with 10 questions. Refer table 01 and 02 for the detailed operationalization.

The questionnaire was consisted with two parts. Part one was consisted with the demographic profile of respondents with 09 questions. Part two was consisted with 28 closed ended questions to measure 06 independent variables namely empowerment, team orientation, capability development, core values, agreement and coordination & integration and the dependent variable, job satisfaction. 5- point Likert scale was used to measure the questions in part two.

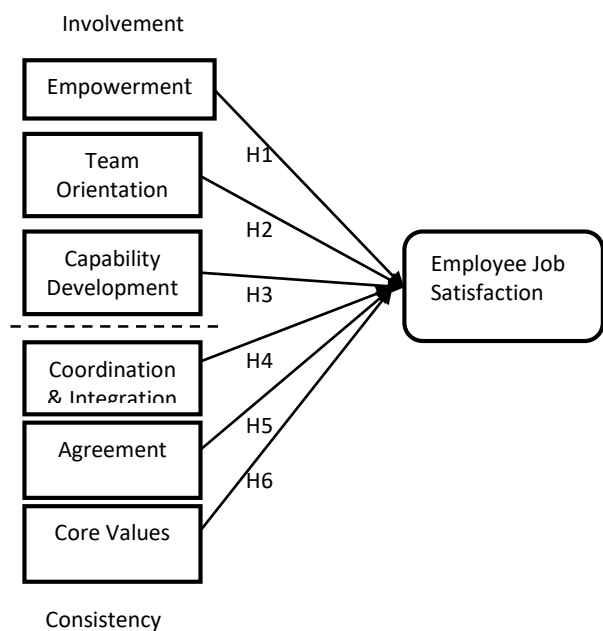


Figure 1: Conceptual framework

Table 1. Operationalization of variables- Dependent

Item Description	Source
The chance to work alone on the job	(Martins & Proenca, 2012)
The chance to do different things from time to time	
The chance to be "somebody" in the community	
The way my boss handles his/her workers	
Competence of my supervisor in making decisions	
The chance to tell people what to do	

The chance to do something using my abilities	
The freedom to use my own judgment	
The chance to try my own methods to do the job	
The praise I get for doing a good job	

For this study, the target population was all the government employees in Sri Lanka. Sampling frame was consisted with secondary level employees of the local government organizations in Southern

province where a pradeshiya sabha, municipal council and a urban council were selected as the local government organizations for this study. The sample was selected by using simple random sampling method. For the present study, sample was consisted with 150 secondary level employees of the local government A pilot study was conducted for present study, by using ten repondents belonging to the same sample.

Table 2. Operationalization of variables-Independent

Variable	Sub Variable	Item Description
Involvement (Gillespie et al, 2008)	Empowerment	Decisions are usually made at the level where the best information is available
		Most employees are highly involved in their work
		Everyone believes that he or she can have a positive impact
	Team Orientation	Working in this organization is like being part of a team
		This organization relies on horizontal control and coordination to get work done, rather than hierarchy
		Teams are the primary building blocks of this organization
	Capability Development	Authority is delegated so that people can act on their own
		This organization continuous invests in the skills of employees
		Problems often arise because we do not have the skills necessary to do the job
Consistency (Gillespie et al, 2008)	Core Values	The leaders and managers follow the guidelines that they set for the rest of the organization
		There is a clear and consistent set of values in this organization that governs the way we do business
		This organization has an ethical code that guides our behaviour and tells us right from wrong
	Agreement	There is a clear agreement about the right way and the wrong way to do things
		It is easy to reach consensus, even on difficult issues
		We often have trouble reaching agreement on key issues
	Coordination & Integration	Working with someone from another part of this organization is like working with someone from a different organization
		It is easy to coordinate projects across different parts in this organization
		There is good alignment of goals across levels of this organization

Data Analysis

In The demographic profiles of the study sample have been described using

descriptive statistics and also different inferential statistics were employed in order to analyze data obtained from the survey. Standard multiple regressions

were used to test hypothesis and achieve the study objective that focuses on whether there is an impact of organizational adaptability on employee job satisfaction. So, the purpose of this chapter is to present the results of data, collected by 150 respondents and which were analyzed by SPSS software.

Table 3. Operationalization of variables- Dependent

Variable	Items	Cronbach's Alpha
Empowerment	03	0.638
Team Orientation	03	0.794
Capability Development	03	0.375
Core Values	03	0.668
Agreement	03	0.613
Coordination & Integra	03	0.471
Job Satisfaction	10	0.887

Source: survey data, 2020

Table 4. Correlations and VIF values

	Emp	Team	Cap	Core	Agree	VIF
Empowe						2.411
Team	.534**					1.562
Capa	.542**	.357**				1.651
Core	.508**	.526**	.428**			2.145
Agree	.598**	.454**	.420**	.553**		2.276
Coordi	.604**	.509**	.530**	.622**	.571**	2.406

Source: survey data, 2020

Table 3 provides details on the reliability of the questionnaire. By examining conbach alpha values we can conclude that the instrument satisfy minimum requirements of reliability since all the items have values above 0.6. Further the researchers carried out tests to establish

weather the model suffers from threats of multicollinearity. As per table 06 highest correlation recorded in 0.604 which is well below the threshold level of 0.8. Further when examining VIF values the hishet recorded value is 2.411. this is well below even the conservative estimate of 5 and the liberal estimate of 10 (Hair, et, al,2016). Therefore the researachers can conclude that the model is free from multicollinearity.

Table 5. Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.707 ^a	.500	.479	.43900

Source: survey data, 2020

Table 6. Anova results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	27.554	6	4.592	23.829	.000 ^b
Residual	27.559	143	.193		
Total	55.114	149			

a. Dependent Variable: SatisMean Source: survey data, 2020

b. Predictors: (Constant), ConCooMean, InvTeaMean, InvCapMean, ConAgrMean, ConCorMean, InvEmpMean

Table 7. Regression coefficients

Model	Unstandardized Coefficients		Standardized Coefficient	Sig.
	B	Std. Error	Beta	
(Constant)	.522	.252		2.071
Empowerment	.082	.087	.087	.942
Team Orientation	.055	.057	.071	.967
Capability	.331	.076	.329	4.333

Core Values	.172	.080	.185	2.140	.034
Agreement	.143	.081	.157	1.760	.081
Coordina	.061	.099	.057	.618	.537

Source: survey data, 2020

When the tables 5,6 and 7 are examined it is evident that the current research developed a valid mode. The model is statistically significant and the five independent variables included in the model can explain around 50% variation in the dependent variable.

However after more careful consideration on table 07, it is evident that only two variables are statistically significant at 95% confidence level while a fourth hypothesis which explain the impact of agreement on job satisfaction can be accepted at 90% confidence level.

Accordingly the research accepts the two hypothesis which stated that there is a positively significant relationship between Capability Development and Employee Job Satisfaction and there is a positively significant relationship between Core Values and Employee Job Satisfaction at 95% confidence level. Research may accept the third hypothesis that states that there is a positively significant relationship between Agreement and Employee Job Satisfaction can be accepted at 90% confidence level.

Data Analysis

In general, according to the findings of the study, it can be concluded that involvement and consistency are important in improving the level of employee job satisfaction which is asserted by the positive contribution on employee job satisfaction.

When discussing the potential limitations of the study, single point/ cross sectional data collection using quantitative research design has been used to gather data from

respondents but this is limited to one point in time. Due to that reason, future researchers could use longitudinal design to clarify the effect of each organizational culture traits. Secondly, the research was done by focusing a narrow context which makes it indicative but not fully conclusive. So, future studies in this area could be conducted in a wider & broader scope to include other organizations and increase conclusiveness of the findings.

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