



The Effect of Organizational Culture on Employee Job Satisfaction in Kaizen Excellence Centre

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ABSTRACT

This study delves into the nexus between organizational culture and employee job satisfaction in the specific setting of a Kaizen Excellence Centre. Kaizen, rooted in Japanese philosophy with a focus on continuous improvement, has garnered recognition for its impact on operational efficiency and a culture of perpetual learning. Despite Kaizen's prominence, the influence of organizational culture on employee job satisfaction within Kaizen environments remains insufficiently explored. Employing a mixed-methods approach, the research utilizes qualitative methods such as interviews and focus group discussions to delve into employees' perceptions of organizational culture and its impact on job satisfaction. Quantitative data is gathered through surveys, measuring key variables related to organizational culture and job satisfaction. The study posits that a positive organizational culture aligned with Kaizen principles, emphasizing employee empowerment and open communication, significantly contributes to heightened job satisfaction in the Kaizen Excellence Centre. Conversely, a mismatch between organizational culture and Kaizen principles may lead to diminished job satisfaction.

The research findings offer valuable insights for organizations implementing Kaizen methodologies, emphasizing the pivotal role of organizational culture in shaping employee satisfaction. Understanding the interplay between organizational culture and job satisfaction enables organizations to tailor strategies, creating a work environment that promotes employee well-being and engagement, ultimately enhancing the overall success of Kaizen initiatives.

Keywords: Organizational Culture fiber microplastic, Employee Job Satisfaction, Kaizen Excellence Centre

INTRODUCTION

Since the late 1980s and the beginning of the 1990s, organizational culture has become a hot topic across the globe (Okocha & Anyanwu, 2016). The contributions from other social science fields are especially important to consider in the context of organizational culture. Discussions on this topic are still ongoing

because of discrepancies in historical research and traditions (Isiaka et al., 2016).

According to various definitions offered by academics and researchers, the two primary disciplinary fundamentals of organizational culture are sociological (since organizations have cultures) and anthropological (since organizations are cultures). Organizations and their members

are characterized by major presumptions, capacities, and definitions of culture because of these values. Culture is a socially constructed characteristic of organizations and acts as the social glue that ties them together, claims(Cameron, 2008) .

Organizational culture, according to Deal and Kennedy, is a pattern of behavior (assumptions, norms, values, beliefs, and attitudes that may not have been explicitly stated but that guide how people behave and tasks are completed in organizations). According to (Schein, 2010), an organization's culture is a collection of universal values that all of its members adhere to. In organizational and management research, organizational culture is just as significant as an organization's structure, strategy, and control (Hofstede, 1998). Because organizational cultures around the world have been innovative, aggressive, stable, people outcome, and team-oriented, and because they draw attention to the organization that is taking risks, organizational culture is a structure that separates one organization from another(Robbins & Judge, 2017).

(ABEBE, 2021)asserts that job satisfaction motivates employees to put forth all of their efforts to achieve the organizational goal. Additionally, organizational culture is a set of values that can help a company function in a changing environment (Schneider B. a., on the Etiology of climates Personnel Psychology, 1983), The success or failure of

organizational achievements is significantly influenced by organizational culture's unsuccessful (Asiimwe et al., 2023).

(Cameron, 2008) divided cultures into four categories: clan, adhocracy, hierarchy, and market. Every institution has distinct traits that define its culture, and many do (Lund, 2003). Numerous studies link organizational culture and job satisfaction(Wijayanti, 2020). In accordance with (Schneider & Reichers, 1983), job satisfaction is typically defined as an individual's satisfaction with a variety of job-related factors, including the work itself, the leaders, coworkers, job compensation, incentives, and acknowledgment. Job satisfaction has been extensively researched concerning several fundamental and significant factors, including the dedication and effectiveness of employers in various organizations and the impact of outcomes. Various researchers have found that many factors affect job satisfaction. Examples: participation in decision-making, equity in compensation, chances for career advancement, assistance with leadership, and payment.

Both organizational and personal levels have been thoroughly studied job satisfaction, with individual-level research receiving more attention(Loi et al., 2009). Ethiopian academics have also looked into how various forms and degrees of organizational behavior affect job satisfaction. As a result, in the instances of the development bank, (Mikre, 2018), Ministry of Science and Technology by

Elizabeth Mulugeta (2017), Civil Service University by Dawit Abraham (2020), St. Debre Berhan University by Semene Mikre (2018), St Mary University College by Zeleke and Beyene (2015). There hasn't been much research on organizational culture and employee satisfaction in a company that is currently undergoing change.

Instead of focusing on the Kaizen excellence center, which might call for the creation of a strong organizational culture to raise the level of job satisfaction already present among employees, the proposed study instead aims to investigate the effects of multiple organizational ideals on job performance. This study provides examples of the clan, market, adhocracy, and hierarchy cultural types within the framework of conflicting values.

RESEARCH METHODS

Research design

Research designs are kinds of inquiry that provide proper guidance for procedures in a study within qualitative, quantitative, and mixed methods strategies. (Tsang, 2014) Have called research design a strategic inquiry. According to ((Garcia & Gluesing, 2013), a research design is “a blueprint of how a researcher intends to conduct a study” and (Tsang, 2014) propose that research design discusses the guideline researchers follow to complete their study from beginning to end.

A research design is a strategic framework for action that serves as a bridge between research questions and the execution or implementation of the research (Nickerson et al., 2009). The main purpose of this research is to assess the effect of working culture on employee job satisfaction. An explanatory research design was applied to explain the effect of independent variables, (a working culture which is clan culture, adhocracy culture, market culture, and hierarchy culture) on the dependent variable (employee satisfaction). Descriptive analysis was also used to describe the characteristics of the data and produce a meaningful analysis of the data and make conclusions. The data was collected online by using the Microsoft form at one given point in time across the sample population due to a time limit, and cost,.

The study is also cross-sectional in the sense that relevant data would be collected at one point in time and would be used in both descriptive and inferential research design to summarize the sample respondent's information and to generalize from the result of the sample to the wider population.

Target Population

The target population of the study is top management, middle management, and employees under Kaizen Excellence Centre (KEC). Indicated that researchers must determine their sample size on the nature of the topic and the availability of the data (Francis et al., 2010).

The sample size was calculated using the formula adopted Thus, the formula used to calculate the sample size is:

$$n = \frac{N}{(1 + N(e)^2)}$$

Where: N: is the total population

n= is the sample from the population

e = is the error term, which is 5% (i.e. at a 95% confidence interval)

Validity and reliability

Validity

According to Cameron and Quinn (2011), these findings imply that participants tended to score their organization's culture consistently on all of the numerous items on the questionnaire.

Reliability

Reliability refers to how consistently a method or a tool measure something. The measurement is reliable when the same result can be consistently obtained by using the same methods under the same circumstances.

For this research, the overall value is 0.91 for all the mentioned variables therefore the data collected from the respondents confirms the reliability and consistency test. The reliability test for the overall and some variables are listed in Table 1 below:

Reliability Statistics

Cronbach's Alpha	N of Items
.910	23

The reliability test for each variable is presented below

Table 2. Reliability test for each variable

Reliability Statistics

Cronbach's Alpha	N of Items
.872	5

Ethical consideration

The ethical approval and clearance for the study before data collection will obtain from the Gage University, postgraduate program. An official letter from the university was given to the center. Informed consent will also be obtained from the management staff, senior consultants, and senior researchers after the purpose of the study is explained. To ensure privacy and confidentiality the exit interview will conduct where questions and answers cannot be overheard. They will also inform that the information obtained from them would not be disclosed to the third person /body.

RESULTS AND DISCUSSION

Descriptive statistics

Gender distribution

The gender of the respondents in demography was 53.6 % male, while female respondents were 46.4%. The study indicates that the majority of respondents were male; however, the proportion indicates both genders were adequately represented in the study. The gender results are shown in Table 3. below.

Table 3. Gender Distribution

	Frequency	Percent	Cumulative Percent
Male	45	53.6	53.6
Female	39	46.4	100.0
Total	84	100.0	

Academic Qualifications

Table 4 Respondent's Academic Qualifications

	Frequency	Percent	Cumulative Percent
BA/BSC	30	35.7	35.7
MA/MSC	54	64.3	100.0
Total	84	100.0	

Descriptive statistics of job satisfaction

The participants expressed a high level of passion for their job, with a mean score of 2.96 (SD = 0.949). This suggests that the respondents feel strongly passionate about their work. The enjoyment derived from work was highlighted, with participants reporting a mean score of 3.05 (SD = 0.910). This indicates that the respondents find real enjoyment in their work.

Additionally, participants indicated a mean score of 3.42 (SD = 0.950) when stating that they really enjoy their job

Table 5. Summary of descriptive statistics of culture type and job satisfaction

	N	Mean	Std. Deviation
CC	84	3.3829	.61647

AC	84	3.3810	.79227
MC	84	3.1250	.83411
HC	84	3.6111	.50119
JS	84	3.3048	.77560
Valid N (listwise)	84		

The above table provided data represent the mean and standard deviation scores for different cultural dimensions (clan culture, adhocracy culture, market culture, and hierarchy culture) as well as job satisfaction. For clan culture, with a sample size of 84, the mean score is 3.3829 (SD = 0.61647). Clan culture typically refers to an organizational culture that emphasizes collaboration, teamwork, and a family-like atmosphere. Adhocracy culture has a mean score of 3.3810 (SD = 0.79227) among the 84 participants. Adhocracy culture is characterized by innovation, flexibility, and

a focus on individual initiative and creativity.

Correlational Analysis

The study employed correlation analysis to examine the association between the independent variables, namely clan culture, adhocracy culture, market culture, and hierarchy culture, and the dependent variable, job satisfaction. (Cohen, 1988) Based on the aforementioned correlation analysis, the study presents the following findings regarding the relationship between organizational culture (clan, adhocracy, market, and hierarchy) and job satisfaction.

Table 6. Correlation between each culture type and job satisfaction

		CC	AC	MC	HC	JS
CC	Pearson Correlation	1				
AC	Pearson Correlation	.464**	1			
MC	Pearson Correlation	.616**	.608*	1		
HC	Pearson Correlation	.550**	.353**	.548**	1	
JS	Pearson Correlation	.716**	.442**	.794*	.729**	1
** . Correlation is significant at the 0.01 level (2-tailed).						

*. Correlation is significant at the 0.05 level (2-tailed).

These results provide valuable insights into the relationship between organizational culture and job satisfaction. Organizations that prioritize and foster clan, adhocracy, market, and hierarchy cultures are more likely to have employees with

higher levels of job satisfaction. This information can be valuable for organizations seeking to create a positive work environment and enhance employee satisfaction and well-being.

Testing Regression Model Assumptions

Normality Assumption Test

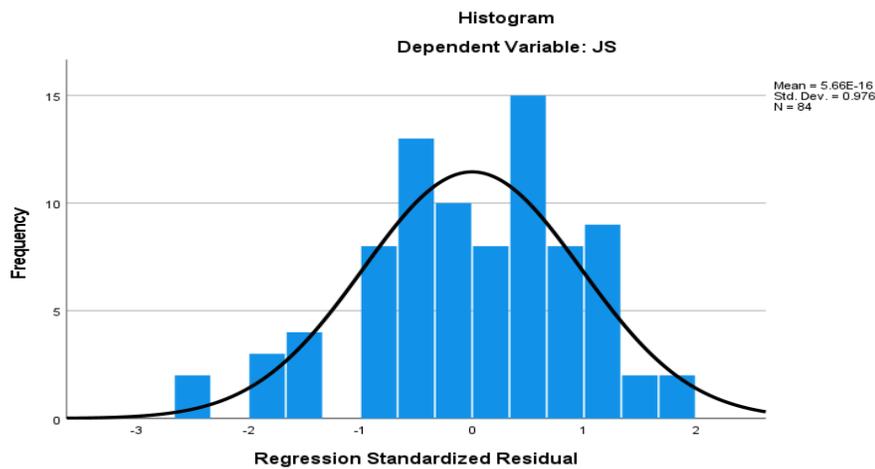


Figure 1. Normality assumption test

As can be seen from the above figure, we can determine that there is no major violation of the normality assumption following the bell-shaped symmetrical curve

centered on the center. It can be concluded that normality is guaranteed as the histograms are normally distributed.

Model Summary

Table 7. Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. An error in the Estimate
1	.892 ^a	.796	.786	.34232
a. Predictors: (Constant), HC, MC, AC, CC				

The model's multiple correlation coefficient (R) of 0.892 shows that the predictors (HC, MC, AC, and CC) and the dependent variable have a very strong positive correlation. According to this number, the variables have a strong linear relationship. The dependent variable's variance can be accounted for by the model's predictors to a degree of approximately 79.6 percent, according to the coefficient of determination (R^2), which is 0.796. This suggests that the predictors' combined influence on the dependent variable's variation is substantial.

Overall, the model shows a significant correlation between the predictors and the dependent variable, with the predictors accounting for about 79.6% of the variance in the dependent variable. When you take into account the number of predictors, the adjusted R^2 . The value indicates that the model offers a respectable fit. The estimate's standard error reveals the model's predictions' typical level of accuracy. These results back up the regression model used in the study's analysis as being valid and reliable.

ANOVA

Table 4. 13. ANOVA

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error				Beta	Tolerance
1	(Constant)	3.181	.705		4.513	.000		
	Sex	-.167	.170	-.113	-.982	.329	.927	1.079
	Academics Qualification	.111	.241	.072	.461	.646	.499	2.004
	Year of service in the organization	-.020	.176	-.018	-.115	.908	.497	2.012
2	(Constant)	.403	.394		1.024	.309		

Sex	-.066	.079	-.045	-.832	.408	.906	1.104
Academics Qualification	-.042	.114	-.027	-.367	.715	.479	2.089
Year of service in the organization	-.020	.082	-.017	-.240	.811	.493	2.029
CC	.276	.071	.268	3.866	.000	.543	1.841
AC	-.118	.070	-.112	- 1.685	.096	.592	1.689
MC	.390	.059	.511	6.662	.000	.445	2.249
HC	.397	.075	.342	5.258	.000	.620	1.612
a. Dependent Variable: JS							

The predictor variables' unstandardized beta coefficients were as follows: (for Hierarchy, B=0.75), (for Clan, B=0.71), (for Adhocracy, B=0.70), and (for Market Cultures, B=0.59). The most important independent variable in predicting the dependent variable is one with a greater beta coefficient and a statistically significant p-value. As a result, hierarchy culture, with an unstandardized beta value of 0.75, was the most important organizational culture type in predicting job

satisfaction among Kaizen Excellence Center(KEC) employees. Clan culture comes in second with a beta of 0.71, followed by Adhocracy culture with a beta of 0.70, and finally market culture with a beta of 0.59. Because their p-values were larger than 0.05, none of the five discovered demographic variables of respondents had a significant impact on job satisfaction. As a result, the regression equation may write like this.

CONCLUSION

This chapter presents the general findings of the research. It presents the

conclusions made and the recommendation by the researcher. It was performed based on the objectives defined on the effect of

the working culture on employee job satisfaction by using different parameters that well explain the working environment.

From the study, descriptive statistics were used to analyze the organizational culture types, including clan culture, adhocracy culture, market culture, and hierarchy culture. The results showed that respondents perceived their workplace as a very intimate place with an extended family-like atmosphere. Leadership in the organization was seen as exemplifying qualities such as mentoring and facilitation. Collaboration, consensus, and participation were considered key aspects of the management approach. Loyalty and mutual trust were important elements binding the organization together. The organization placed a high value on human progress and success was explained in terms of human resource development and cooperation.

The study looked into the Kaizen Excellence Center(KEC) effect of organizational culture on employee satisfaction. The study's conclusions are in Kaizen Excellence Center (KEC) hierarchy culture predominated as the type of organizational culture compared to other cultures like clan, adhocracy, and, market culture has a higher mean value.

Regression coefficient results for these four cultures showed a significant positive. Relationship between these four cultures and job satisfaction. The regression's findings indicate that. Job satisfaction is positively predicted by hierarchy culture, which has a beta value of

(B=0.511). Market culture B(0.342) and adhocracy culture B(0.112).

Job satisfaction was also assessed, and the results indicated that participants found their job incredibly enjoyable and derived a considerable amount of satisfaction from their employment. They expressed a high level of passion and enjoyment in their work.

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