

The Impact of Organizational Culture on Employee & Job Satisfaction

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Abstract:

This study aimed to identify the organizational culture and its impact on employee job satisfaction in Ibis Hotel in Northern Cyprus. The study adopted four types of organizational culture: the culture of cohesion, the culture of creativity, the culture of the market, and the bureaucratic culture. The most important results of the study were that the prevailing culture in these hotels is the bureaucratic culture and that the most common reasons that work under work pressures are the scarcity of real opportunities for professional growth and advancement. The results of the study also showed that organizational culture has a significant effect on work stress. One of the most important recommendations of the study is the need to stay away from bureaucratic practices and give five-star hotel managements in Amman more attention to activities to practice their organizational activities within their various businesses and to move away from practicing the strict application of systems, procedures, and instructions, as well as to stay away from deepening bureaucratic practices, and to devote an organizational culture that contributes to improving and developing its human cadres. Working in hotels.

Keyword:

*Organizationnl Culture;
Work Pressure;
Five Star Hotels.*

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INTRODUCTION

Cyprus, which is a full member of the European Union, is the third-largest island located in the eastern part of the Mediterranean. Given that it is the European destination closest to the Arabian Gulf region, The island, with all its rich culture, heritage, and stunning landscapes, offers a valuable opportunity for travel enthusiasts in the region to enjoy a unique tourist experience through a variety of outdoor activities, where visitors can explore the beauty of

nature and experience the many cultural and recreational events offered by the destination, throughout the year. Expectations indicated that Cyprus' portfolio of hotels and resorts will grow this year by 1,634 rooms, with the opening of 7 luxury hotels across the exceptional Mediterranean island before the end of this year (Emirates, 2019).

Following record numbers of tourists in 2017, with a double-digit growth rate, Cyprus is preparing to expand its portfolio of tourism options with the opening of a number of new hotels and the completion of a number of renovation projects, which will cover various parts of the peaceful Mediterranean island, with a focus on the most important cities and destinations coastal and most popular. However, each organizational culture has the impact of the cultural and social dimensions it lives in and the other organizational cultures that it interacts and deals with, and these cultures also contribute to its formation. Cyprus is also growing in importance for many luxury hotel brands as a vital destination in their investment and expansion plans. The opening of new hotels this year is the first step in this framework. These projects have been built to meet the needs and aspirations of visitors, both tourists and businessmen, and are in line with the efforts of the Cyprus Ministry of Tourism Commission to enhance its portfolio of luxury properties to suit the tastes of all modern travelers (Dubai, 2018).

Being a part of a gather or organization in society requires adjusting to that community. The essential condition for adjustment and appropriation by the group or organization uncovers the need to share common objectives, measures, values, propensities, methods of insight, and philosophies. It may be a vital issue for individuals to act in a comparative way, with different states of mind and participation (Ouchi & Wilkins, 1985). Especially in the 1980s, research on the concept of organizational culture has increased. Managers have become aware that organizational culture can have an impact on their employees and organizations (Schein, 1990). Parallel to this, research topics have expanded further, and the relationship between organizational culture and marketing and management has been emphasized. In the 1990s, the effects of organizational culture on employees and their relations with management reliability and motivation were emphasized (Eisenberg & Riley, 2001). In this study, organizational culture and its impacts on employee performance are investigated. In addition, it aims to work with and through people in many different structures to reveal an important field of study for management science. Today, organizations need to keep up with huge changes. Organizations can survive with the efficiency, professionalism, and productivity of their employees in turbulent environmental conditions.

Since expanding competition requires having qualified workers and profiting from them in the most effective way, organizations have entered into hones to extend the work fulfillment levels of their workers (Alvesson, 2011).

Aim of Study

This study emphasizes the importance and impact of organizational culture (independent) on the job satisfaction and performance (Dependent) of employees. In addition, this research works to achieve the following objectives:

This gives a clear perception of organizational culture and job satisfaction. Determine the relationships between the dimensions of the organizational culture and the job satisfaction.

Enhancing the principle of the organizational culture that contributes to the individual's feeling of satisfaction, loyalty, and belonging, and thus maintaining it and taking advantage of it.

In summary, the main items that determine the Objective of this study:

The impact of the organizational culture on the Ibis Hotel, as well as the effects on the performance and job satisfaction variable of the employees, will be revealed.

Research Problem

Due to COVID-19, which they are exposed to throughout the world, most businesses and people have faced many difficulties. The main purpose of organizations is to survive and improve business success. Therefore, the success and job satisfaction of the employees determines the place of the organizations in this competition. Due to this pandemic process, the process in this research will be based on online data. Therefore this research is limited only to determining the impact of culture and employee and job satisfaction of Ibis Hotel's employees.

Significance of the Study

Today, because the phenomenon of globalization is making itself felt rapidly in sectoral markets, organizations have had to strengthen their existing structures and increase their gains in order to compete strongly in their national and international activities (Fiş & Wasti, 2009). Hence, It is certain that the existing structures will be able to prepare themselves for such tough competition conditions, with the common power they create by providing the equipment of the employees and their own skills, enhancing the skills of employees and developing their future management skills must be the top priority resource investment for decision makers in

institutions (Ercan, 2001). Therefore, the most important point of the current research is the organizational culture and its impact on the satisfaction of the employees. This research is aimed to shed light on the Ibis Hotel.

Study Questions

Q1: To what extent is the organization culture implemented in the Merit hotel business?

Q2: What is the Effect of organizational culture on employee job satisfaction in Ibis Hotel?

Q3: Are there any significant relationships between demographic and organizational cultures in Merit Hotel?

Q4: Is there any significant relationship between demographics and job satisfaction in Merit Hotel?

Research Model

This study shows the organizational culture and the model that it affects independently and dependently. Moreover, this model and idea were created according to many studies done in the academy. such as (Homburg & Pflesser, (2000); Smircich, (1983)).

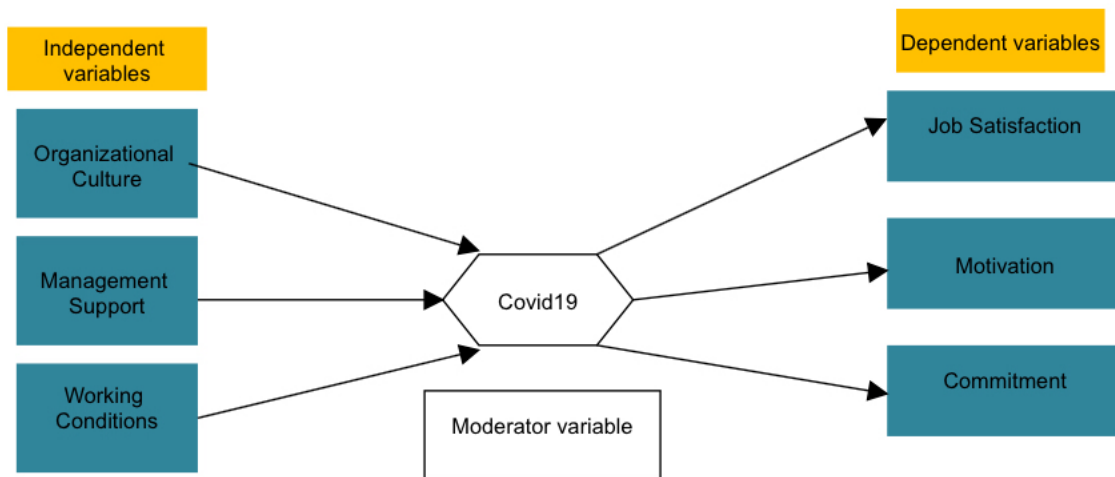


Figure 1: The study model

Study Hypothesis

H1: There is a statistically significant relationship between organizational culture and job satisfaction

Sub-Hypothesis 1.1: There is a statistically significant relationship between management support and motivation.

Sub-Hypothesis 1.2: There is a statistically significant relationship between working conditions and commitment.

METHOD

Research Approach

The researcher used the descriptive analytical method, with the design of a questionnaire, which was distributed over the available research sample that was considered (the study group) and reached 70 employees of Ibis Hotel in Cyprus.

The study followed the descriptive and analytical approach that fits the nature of the problem. studying; Where the problem of the study will be described, which is to identify the prevailing organizational culture and then analyze its impact on the performance of employees in Ibis Hotel group with consideration list the most important factors influencing this culture from a point of view.

Study Population

The study population consists of employees of Ibis Hotel in Cyprus. Employees job satisfaction is necessary to reach to the customer's satisfaction. Ibis Hotel is selected due to the large number of branches and employees in Cyprus.

Study Variables

The study variables were identified as follows: The independent variables are the dominant organizational culture in its dimensions, management support, and working conditions. Dependent variable: Job satisfaction, and its dimensions are motivation and commitment. The moderator: COVID-19 Pandemic.

Study Instrument

To answer the study questions, the researcher used the following tools:

Questionnaire to measure organizational culture:

The researcher designed a questionnaire to identify the prevailing organizational culture in the bodies. The study was carried out by the Merit Hotel group (Annex 1), and the questionnaire was constructed with the help of literature and sources. Specialized scientific studies in organizational culture, previous research, and studies related to

Relevance to the subject of the study and the assistance of some experts and specialists in administrative work.

The questionnaire consisted of four main sections as follows:

The first section is related to the respondent's personal data, specifying the organization to which he belongs, the position, years of experience, and educational qualification.

The second section is related to the prevailing organizational culture and is divided into five axes that represent the types of organizational culture under study:

Discipline culture: that is, the extent of discipline and commitment of the employee to the laws and regulations of the organization to which he belongs.

Team spirit culture: that is, the extent to which employees work as one African team while adhering to team ethics.

Motivation culture towards work: that is, the extent to which the employee feels motivated towards his work and his internal desire to work and achieve.

The culture of human relationship: that is, the strength and quality of the existing relationship between employees and its impact on the work process of the authority.

Reliability

To measure the reliability of the resolution, the equation of the stability coefficient Alpha Cronbach was applied.

Alpha Cronbach is a measure of the internal consistency of resolution expressions using The SPSS statistical program showed the reliability coefficient which is a high stability value that can be relied upon to indicate the stability of the resolution and its suitability to the most important. Satisfied with the current study.

The resolution analysis mechanism: The resolution was analyzed according to the following relative weights: (5) Strongly Disagree (4) Disagree (3) Moderate (2) Agree (1) Strongly Agree. After calculating the frequencies for each category, the arithmetic mean is extracted, and accordingly, an estimate is given for the level of each culture. According to the following estimates: Excellent = with an average of 3 and above Good = with an average of 2.5 and above Poor = with an average of less than 2.5

RESULTS AND DISCUSSION

In this section, we present the findings of the study. This section begins with an analysis of the descriptive statistics after which the regression analysis is presented.

Descriptive Analysis: Frequencies

Table 1: Gender distribution

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	58	20.6	81.7	81.7
	female	13	4.6	18.3	100.0
	Total	71	25.3	100.0	
Missing	System	210	74.7		
Total		281	100.0		

Table 1: Model Beta Coefficients and Significance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.629	.419		6.275	.000
	The cultural organization in the hotel enhances the quality of services provided	.271	.097	.319	2.800	.007

a. Dependent Variable: The organizational norms prevailing in the Hotel are clear and fair

DISCUSSION

The issue of organizational culture has been receiving great attention in recent periods, given that the culture of the organization is one of the main determinants of the success or failure of organizations, and the awareness of the leaders of the organization of the importance of the relationship between culture and management was associated with the period in which Japan emerged as a great industrial power in the world. It is an important topic in Management. Since, at the beginning of the eighties, attention was directed towards considering it a basic entry into the study of organizations and the interpretation of their administrative behavior, and since organizational culture was of such importance, this chapter with its investigations will deal with the nature of culture, the concept of organizational culture and the factors determining it, and the importance and types of organizational culture, and this chapter will also address the formation mechanisms of organizational culture. This chapter concludes its discussion by identifying the problem of cultural diversity.

Organizational culture is one of the main determinants of the success or failure of organizations, and in this regard, we have done in this chapter.

By getting to know them, by identifying their development, their definition, their components, the determining factors, the main mechanisms of their formation, their levels, their classification.

The effective role of organizational culture derives from the importance of organizational culture and the functions it performs the link that connects the members of the organization to each other, and helps to promote consistent coordinated behavior at work, and thus its impact on the organization appears through the relationship of the organization's culture to the organizational structure, the organization's effectiveness and performance.

In view of the changes that occur in the external or internal environment, the organization seeks to change its culture in response to this. An example of this is the emergence of cultural diversity in the organization.

Management in advanced organizations aims to develop relations between the organization and its workers to ensure the continuity of working forces, especially those with technical skills and specializations, develop initiative and creativity among individuals, and create motivation for them to exert more effort and performance, and one of the important means to achieve this is job satisfaction and the development of feelings of affiliation and belonging behavior among

workers. This chapter is a summary of the impact of organizational culture on job satisfaction.

Factors affecting job satisfaction:

There are several factors that affect the worker's satisfaction with his job, through which the type of this satisfaction is determined, whether it is total or partial satisfaction. These factors are represented in Section One: Wage: The wage represents a means to satisfy the worker's various needs, as he plays a role in feeling satisfied with his work if His wages are appropriate and fair and the wages and salaries that are paid to workers for their efforts are of great importance as an economic force that enables workers to achieve their various desires and needs in the organization, in addition to being an indicator of the position and social status of the individual in any society.

There is no doubt that wages are one of the most important factors that help in creating a good relationship between employees and management.

An individual's satisfaction with his work depends, to a large extent, on the value of what he receives in cash or in kind, so taking care of achieving a fair wage or establishing a rational policy for wages is the basis for the success of personnel programs in the facility. Second subsection: Promotion: Know that the employee has occupied another job with a higher level of difficulty, responsibility, and authority than the level of his current job, as this is usually related to an increase in remuneration and an expanded scope of general supervision and freedom in decision-making.

According to Vroom, the determining factor in the impact of promotion opportunities on job satisfaction is ambition or the individual's expectations of promotion opportunities; the more the individual's ambition or expectations of promotion is greater than what is actually available, the less satisfied he is with the work, and the less the ambition of promotion is than what is available, the greater his satisfaction with the work. Promotion is expected, and conversely, not receiving a promotion was expected, the employee has a great deal of dissatisfaction with the case that this promotion was unexpected.

Supervision style: This is related to the degree to which the manager is sensitive to the needs and feelings of subordinates. Employees earn their loyalty and their satisfaction with their work, and the manager's influence on individuals' satisfaction with their work depends on the degree of his control over the incentives and means of gratification upon which his subordinates depend

and also depends on the personal characteristics of the subordinates themselves. Work, the manager who imposes broad powers and freedoms for subordinates who prefer independence at work and enjoy high capabilities, satisfy their needs and achieve their satisfaction with work, while the manager who delegates these wide freedoms to individuals who prefer limited responsibility with low capabilities, it creates confusion and tension among his subordinates and thus raises their resentment towards their work. The great developments that the world is witnessing in various fields have made it imperative for organizations to search for ways.

The organizational culture is the most important element in achieving this, as it affects the various material and moral aspects of human resources. Among the factors that lead to the success of organizations is finding an organizational culture capable of drawing the policy of the organization so that each individual expresses what is inside him through beliefs, ideas, and values gained from that culture. Business organizations seek to preserve working individuals and consolidate their affiliation with them, and this is by achieving job satisfaction; the organizational culture affects the creation and strengthening of job satisfaction among workers. The study reached several results that can be divided into theoretical and applied results. Among these results are the following:

Results related to the theoretical side:

- The organizational culture, with its dimensions, helps in adopting the process of changing and organizing the organization:
- The degree of satisfaction of the individual's needs varies according to the nature of this need and the nature of the individual himself.
- Employees with a strong culture are characterized by a high degree of commitment and belonging to the organization;
- Organizational culture consists of organizational values, organizational beliefs, organizational expectations, heroic figures, rituals, rituals, etc.;
- Organizational culture is important for every organization. If individuals at all levels adhere to it, team spirit and cooperation will be the feature that makes this organization a unit facing external challenges in light of global competition, and the existence of a distinct organizational culture helps, but it creates a tendency for individuals working in the organization to move forward to think and act in a manner consistent and commensurate with the prevailing culture;
- The organizational culture is maintained through the practices of senior management,

selection of workers, and social mixing.

CONCLUSIONS AND RECOMMENDATIONS

Recommendations and Suggestions

The hotel has to enhance the organizational culture for Good and desired performance and increased job satisfaction;

The need to work to increase the awareness and knowledge of employees of the prevailing organizational culture in the Directorate of Public Works Expand the participation of employees in different proposals by creating a common culture through the principle of participation in decision-making.

Focusing on the human element and the necessity of taking into account its tendencies and desires, providing a social atmosphere for it at work, good treatment, and respectful relations that prevail within the directorate, all of which contribute to achieving satisfaction;

Granting incentives and rewards, whether material or non-material, to enhance the capabilities of workers motivates them to perform work well and increases their loyalty and satisfaction with the organization. Taking into account the opinions of the employees and studying their suggestions objectively by the senior management and presenting the various responses towards their suggestions if time is required, or calling the employees who submitted their suggestions and gathering them in a meeting for dialogue and discussion, which enhances more communication.

Conclusions

Each organization has its own culture that is distinguished from other organizations and is represented by a set of values and standards, the behaviors, signals and methods of dealing and treatment that are issued by the employees and touched by the dealers and the community in which the organization is located, whether inside or outside the official work.

Organizational culture is considered one of the main determinants of the success or failure of organizations as it is the main nerve them, as it is represented in a set of organizational values, beliefs, customs, traditions, and organizational standards that define and control employee behavior to achieve the goals of the organization, and from it there is a social work environment with a positive culture characterized by good treatment and relations of respect Affecting the workers inside the organization and that would contribute to increasing job satisfaction with

them, and thus achieving the goals of the institution and through our attempt to bring up this topic and what the sociologists and organizers reached.

It was found that it was necessary to focus on the human element and take into account its inclinations and desires within the institution, as good organizational culture contributes to achieving job satisfaction and works to promote.

Through the foregoing, we conclude that the success of any institution depends on the performance of its employees, and in order for this performance to be effective, certain conditions must be met, such as defining work activities, appropriate design for them, and the specifications required for the individual who performs the work, as the latter is considered one of the basic production components, and therefore, the administration must seek to achieve the efficiency of the performance of its employees and work to remove what hinders them and affects their productivity, and this is done by involving them in decision-making, and providing them with incentives, whether material or moral. And directing, diagnosing, evaluating, and improving if performance is not up to the required level.

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