

# Organizational Culture Effect on the Job Satisfaction among Frontline Employees in the Tourism Industry in China

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**Abstract :** The main purpose of this study is to examine and gain a better understanding of the significant relationships between the dimensions of organizational culture and employees' job satisfaction among frontline employees at tourism service and manufacturing industries in China. It was done among 313 frontline employees at simple random sampling mechanism. Data that was gathered through questionnaires was analyzed by using statistical package for social science (SPSS) software 25.00. The result showed that all organizational culture dimensions are significant ranging from high to low influential toward job satisfaction. The present study contributes a main guidance for stakeholder in the tourism industry, especially in the tourism industry in China.

**IndexTerms - Frontline Employees, Organizational Culture, Job Satisfaction, Tourism Service Industry.**

## 1. Introduction

China's business tourism organizations today are characterized by the use of vision and mission statements as a strategic management tool. However, the fact that the acknowledged values and behaviors that were being expressed previously in the public statements may often not be "genuine", because the written word is not supported in daily actions taken by these organizations. The organization's vision and mission statements do represent the success and culture of the organizational values. Nevertheless, there has been very little research has been done up to date in examining the relationship between these espoused idiosyncratic values statements and organizational outcomes such as employee attitudes or behaviors and organizational culture (Fletcher, 2005).

Despite the researches have been done by previous scholars and researchers in conducting to examine the relationship between organizational culture and employees satisfaction in various countries as well as industries (Chow et al., 2001; Mohammed Saeed and Arif Hassan, 2000; Sheridan, 1992), there is very little literature that recognize organizational culture studies within the context of China's industries particularly in services and manufacturing industries on how organizational culture and job satisfaction amongst employees is affected by various organizational culture dimensions and also the job satisfaction which have attracted a considerable attention in organizational literature. There are many case studies of the culture performance relationship exist, but no study attempting to generalize such linkages in a broad sample of organizations has been produced. The gap that exists in the literature is significant from both theoretical and practical viewpoints. It is essential to identify the relevant dimensions of organizational culture, if not it is very difficult to understand in what ways culture needs to change to improve effectiveness. There is no adequate understanding for the scholars, practitioners and theorists to identify the means or benefits of strengthening an organization's culture when there is no empirical evidence linking to the relevant variables.

The specific aim of the current research is to examine the effect of organizational culture between the job satisfaction in the tourism organization by frontline employees, on the four dimensions of organizational culture like clan, market, hierarchy and adhocracy. To achieve this, aim a multi-level analysis and multi-methodological approach is required. The data analysis procedures included the descriptive frequency analysis, reliability analysis, correlation analysis, linear regression analysis, and multiple regression analysis in an attempt to address methodological limitations of previous research on the organizational culture and job satisfaction on the impact on organizational performance of business tourism in China.

## 2. Literature Review

The concept of organizational culture has received its popularity and strength for several reasons in these recent years. According to Tayeb (1994, p.429): (1) the cultural values and attitudes are different in degree at least, if not in absolute terms, in some cases from one society to another, (2) the different cultural groups behave differently under similar circumstances because of the differences in their underlying values and attitudes, and (3) the important role that culture plays in shaping work organizations and other social institutions.

### 2.1 Organizational Culture

In (2008) studies, she explores the cultural dimensions among Malaysian employees. She investigated the similarities and differences of cultural values among the Malays, Chinese, and Indian management employees in Malaysia. Her methodology is

conducted mainly via a case study of Nestle in Malaysia, which is one of the major multinational organizations in the country. Her research used qualitative approach where 13 management employees were interviewed. The result of (2008) showed several new patterns of cultural values emerging among the employees of Nestle in Malaysia. Her research has extended the literature by providing further understanding on the issues of cultural values on the Malaysian society. In 's (2008) conclusion, she also mentioned that, "Although the cultural values cannot be generalized to the whole population in Malaysia, new patterns in terms of the choices and they believed implications of these cultural values seemed to occur among the community members. In a country with a variety of subcultures resulting from the different races, the understanding of these cultural values is very important especially for organizations. This is because the need to conduct organizational activities in accordance to these changes to ensure that the results based on these activities are able to achieve the maximum impact on employees' performance is essential in determining the success of each organization."

Bashayreh (2009) has also done similar research but with the concentration on academic industry. His study is to examine and to gain an in-depth of the significant relationships between the dimensions of organizational culture and employees' job satisfaction among the academic staff at University Utara of Malaysia. It was done among 135 lecturers at University Utara of Malaysia. Bashayreh used statistical package for social science software version 12 to analyze his data. The main methodologies are descriptive and inferential statistic. Whereas, frequency and percentage were the type of statistic descriptive and statistic inferential used were multiple regression and Pearson correlation. Bashayreh's (2009) result showed that no significant between reward and performance oriented and job satisfaction. However, there are significant between organizational culture dimensions (supportiveness, innovation and stability, and communication) and job satisfaction. Bashayreh (2009) has recommended future research in others organizational culture dimensions such as consensual, entrepreneurial, bureaucratic and competitive using a similar approach. Besides, he also proposed that future researchers should investigate the relationship of organizational culture and job satisfaction in public and private sector. This kind of investigation would help explain the comparison among the facets of organization culture in developing job satisfaction. The findings also could tell how the public and private working environment contributes to the future findings. In the research, most of the institution process does have a few of these cultures' dimensions, but several of the institutions had clearly dominant cultures. Of the different type of dimensions, clans turned out to be the most common type seen in the institution followed by hierarchies, adhocracies and markets. In sum, the most essential and vital cultural differences among the institutions in this study were related to type, rather than to strength or congruence.

## 2.2 Clan Cultures

Clan cultures are sometimes referred to as group, cohesiveness, participation, teamwork, sense of family, attachment, morale and a genuine concern for organizational (Cameron and Freeman, 1991; Zammuto and Krakower, 1991, Quinn and Spreitzer, 1991). There is an internal focus on unity and integration as the clan cultures leader styles display characteristics like mentor, facilitator and parent-figure. Nonetheless, the clan culture focus on its bonding with employees where the bonding style are more likely to be loyalty, tradition and interpersonal cohesion. To achieve these positive outcomes, there is a long-term emphasis on personnel practices, including training, skill development, reward equity, trust and empowerment (Cameron and Freeman, 1991; Dellana and Hauser, 1999; Quinn and Spreitzer, 1991; Tata and Prasad, 1998; Vestal, Fralicx, and Spreitzer, 1997; Yeung, Brockbank, and Ulrich, 1991). Besides, clan culture strategic emphases are more toward developing human resources; commitment and morale as it focus on internal maintenance more (smoothing activities, integration).

## 2.3 Adhocracy Cultures

Adhocracy cultures are sometimes referred as developmental culture as they are centered on the need for creativity and innovative people who are willing to take risk in developing new products and ideas to ensure they are able to be the first entry to the market (Dastmalchian et al., 2000). Adhocracy cultures dominant attributes are entrepreneurship, creativity and adaptability and are also centered on organizational ideals based on flexibility. These characteristics are directed towards an external focus in external positioning which are competition and differentiation. As employees are given freedom and individual initiative is encouraged, this culture has been associated with increased satisfaction (Kalliath et al., 1999b), morale (Zammuto and Krakower, 1991), and quality of life (Quinn and Spreitzer, 1991). In addition, as adhocracy cultures typically centre on an external focus, it has been shown to have a positive relationship with quality, performance, operational results, and customer satisfaction (Cameron and Freeman, 1991; Dellana and Hauser, 1999; Deshpande et al., 1993; Hooijerg and Petrock, 1993).

## 2.4 Hierarchical Cultures

Hierarchical cultures dominant attributes are order, rules and regulations, and uniformity. The high levels of bureaucracy emphasized on the stability and control which lead to the internal focus (smoothing activities, integration) Dastmalchian et al., 2000; Quinn and Spreitzer, 1991). This focus requires the use of specific rules, procedures, and minimal autonomy and discretion over work processes to ensure employees are compliant at all times (Cameron and Freeman, 1991; Dellana and Hauser, 1999; Stoica and Schindehutte, 1999). The leader styles are more likely to be coordinator and administrator which will lead to a top-down bonding styles where there are rules, policy and procedures to follow. The strategic emphases are toward stability, predictability and smooth operations. However, hierarchical cultures have been found to have a negative effect on attitudinal responses from employees in the form of decreased satisfaction, morale, and commitment while conflict and absenteeism and turnover increase (Kalliath et al., 1999b; Quinn and Spreitzer, 1991; Zammuto and Krakower 1991; Zammuto and O'Connor, 1992).

## 2.5 Market Cultures

Market cultures are sometimes referred as rational cultures, which concerned on competitiveness and goal achievement which they focus on control and planning, goal oriented, productive, competitive in order to be successful. As there is an external focus, market cultures are concerned with getting the job done, maintaining competitiveness, obtaining market leadership, and having a reputation that leads to long term success (Dastmalchian et al., 2000). Therefore, market cultures have been found to have a negative relationship with attitudinal responses from employees, such as decreased morale, increased intent to leave, escalating conflict, and rising absenteeism and turnover (Harris and Mossholder, 1996; Kalliath et al., 1999b; Zammuto and Krakower, 1991; Zammuto and O'Connor, 1992). This is usually due to the lack of involvement as the focus are based on control where decreasing cost and to increase efficiency will lead to low satisfaction. Market cultures' strategic emphases are toward competitive advantage and market superiority.

## 2.6 Job satisfaction

Early studies of job satisfaction date back to the 1930s with Hoppock (1935), Kornhauser and Sharp (1932), and Roethlisberger and Dickson (1939), and into the 1940s with Mayo (1945). Hoppock (1935) is among the most primitive researchers to develop assessment tools to determine employee attitudes and job satisfaction. The Hawthorne Study, a study done by Roethlisberger and Dickson (1939), conducted at Western Electric Research and sometimes referred to as the General Electrical study, presented the concept that job satisfaction increased productivity, and many of the studies following it centered on that same concept. On the other hand, Topolosky (2000) established that increases in productivity might be gained by simply paying attention to employees, while other studies by Brayfield and Crockett (1955) and Laffaldano and Muchinsky (1985) raised doubts about that assumption. In the late 1970s through the 1980s, researchers continued to dismiss the relationship of productivity to employee satisfaction and began to view the issue of employee satisfaction in broader terms. Many studies in this era researched the relations between job satisfaction and its impact on commitment, absenteeism, and job turnover. Brooke and Price (1989); Michaels and Spector (1982); Mobley, Horner, and Hollingsworth (1978); Mowday, Porter and Steers (1982); Mowday, Steers, and Porter (1979); Porter, Steers, Mowday, and Boulian (1974); Price and Mueller (1981, 1986); and Steers and Rhodes (1978) all tended to show job satisfaction as partially explaining variations in employee involvement in particular organizations and the degree to which they identify with that organization. In sum, these studies have showed a relation to absenteeism, defined as missing scheduled work hours, and the maintenance of membership in a particular work organization, defined as turnover. It is interesting to note that all of these studies seem to focus on satisfaction as a benefit to the organization. The focus is on what affected the employees, which in turn affected the organization.

## 3. Methodology

This study involved a correlation design to examine the relationship between organizational culture types and job satisfaction of service and manufacturing industry in both the public and the private sectors. Correlation design is a type of descriptive quantitative research that involves examining possible relationships among variables (Leedy & Ormrod, 2010). The approach aligns with a post positivist worldview that supports the use of scientific methods to gain an understanding of complex social phenomena by numerically measuring constructs and testing hypotheses (Creswell, 2009). This study included statistical procedures to analyze data and support or reject the hypotheses. Simon (2006, p.43) noted, "Correlation studies examine variables in their natural environments and do not include researcher-imposed treatments".

This study is a quantitative in nature. An electronic survey instrument was used to collect data, and statistical procedures were executed to test hypotheses and answer the research questions. This research used survey method by adopting the questionnaire methods to examine the relationship between independent and dependent variables. The independent variables are organizational culture types which are clan, market, adhocracy and hierarchical. The dependent variable is job satisfaction, measured using an established 5-point Likert-type survey instrument designed to assess four facets of employee job satisfaction. The findings and conclusion of the study will depend on the fully utilization of statistical data collected and analyzed using SPSS. The researcher approached the study from a neutral perspective with the objective of ascertaining whether correlations exist among the variables. This study has constructed a theoretical framework, which consist of independent variables and dependent variables. Figure 1 show a more details of the framework, which relate to the current study which examine the relationship of organizational culture type and job satisfaction among the tourism manufacturing and service industry in China.

<b>IV1:</b>	<b>Clan Culture</b>	<b>→ Job Satisfaction</b>
<b>IV2:</b>	<b>Adhocracy Culture</b>	<b>→ Job Satisfaction</b>
<b>IV3:</b>	<b>Hierarchy Culture</b>	<b>→ Job Satisfaction</b>
<b>IV4:</b>	<b>Market Culture</b>	<b>→ Job Satisfaction</b>

**Figure 1. Theoretical Framework**

Based on the study, as mixed findings are observed in prior studies as described in the literature review, null hypothesis were proposed to test the relationships between the variables: *H1: Clan culture is strongly associated with employee's job satisfaction;* *H2: Adhocracy culture is strongly associated with employee's job satisfaction.* *H3: Hierarchy culture is strongly associated with*

employee's job satisfaction; and H4: Market culture is strongly associated with employee's job satisfaction. The population of interest for the study consisted of full-time employees and mostly is from tourism service and manufacturing industry across the China. The target population was chosen from these industries because the business industry provides the antecedent of organizational cultures as a necessity to examine the variables. The business industry promotes a culture, which include a broad array of stakeholders including its employees, suppliers, customers, and host communities. The service and manufacturing industries employees range from engineers and researchers to manufacturing personnel, personnel in sales, marketing, finance, communications, human resources and many more. For this study, a sampling methodology was used based on non-probability selection. The sample was a convenience purposive sample comprised of 400 individuals from service and manufacturing industry in China. The rationale for utilizing purposive sampling was to capture the heterogeneity of the population, while achieving representation of the organizational setting (Maxwell, 1996). Utilizing a convenience purposive sample allowed the researcher to preserve time, money, and resources.

For data collection, the study utilized the online survey Web site surveymonkey.com. The survey instrument was Web-based, and a request for participation was sent to employees across the China. The recipients were informed about the purpose of the study at the survey, that participation in the survey was voluntary, and that anonymity was guaranteed. The confidentiality of the respondents was protected. The secure and password-protected electronic survey administered through SurveyMonkey.com required the respondent to select a hyperlink embedded in the letter. In addition, the survey instrument distributed the questionnaires at random tourism business organizations in China. The survey instrument consisted of three sections: Organizational culture types survey is adapted from Cameron and Freeman (1991) and Job satisfaction survey is adapted from Spector (1985) and demographic questions.

The operationalization of the culture construct was adapted from Cameron and Freeman (1991) and similar to that utilized by Deshpande et al. (1993) and Lund (2003). They constructed brief scenarios to describe the dominant characteristics of each of the four culture types, based on the framework presented in Figure 1. In the research all four-culture types were presented as alternatives in each question. To give respondents the opportunity to indicate both the type of culture(s) and the strength of the culture, respondents were instructed to distribute 100 points among the four scenarios in the questions, depending upon how similar respondents thought each scenario was to their own organization (Lund, 2003). However, there is some alteration in this research instrument for all four culture types were presented in Likert-type in four sections and each section has four questions representing each organizational culture types. Job satisfaction survey measures were adapted from Spector (1985). A five-item scale operationalized job satisfaction. Each item measured a dimension of the satisfaction construct: degree of satisfaction with the work, co-workers, supervision, total pay and promotional opportunities. Each of the items was measured on a five-point scale ranging from "strongly disagree" to "strongly agree".

With the information collected from the respondents, the data are analyzed to determine significance of relationships using standard statistical methods of descriptive statistics and linear regression analysis. The data gathered from the respondents were downloaded from Surveymonkey.com into Microsoft Excel and then loaded into the Statistical Package for the Social Sciences (SPSS) version 25.00 for quantitative analysis. This allowed the output of statistical analysis for the creation of figures, tables, and testing of the hypotheses. The Pearson correlation analysis was carried out after the reliability test to examine the relationships between the independent variables and dependent variables. With the use of the Pearson Correlation and Linear Regression analysis, it will help to determine the direction, strength and significance of the relationships of all variables in this research paper.

#### 4. Findings

The total of 400 questionnaires were distributed to the respondents online. All participants' information is under the condition of anonymity. The web-based survey included 22 items, of which 16 required respondents to report their tourism organizational culture types toward six dimensions of job satisfaction. Also included were 8 demographic items. The survey remained open for 3 weeks. A total of 313 respondents took the survey; however, 87 were missing data and could not include in the analysis. Out of the number sets only 78.3% of the questionnaire were returned and fully answered. Table 1 presents more of the details.

**Table 1: Respondents Profiles**

Demographic character	Variables	Frequency	%
Gender	Male	140	44.7
	Female	162	51.8
Age	20-29	219	70
	30-39	58	18.5
	40-49	17	5.4
	50-59	7	2.2
	60 and above	1	0.3
Marital Status	Single	221	70.6

	Married	77	24.6
	Divorced/Separated	4	1.3
<b>Organizational Rank</b>	Entry level	95	30.4
	Middle level	141	45.0
	Senior level	44	14.1
	Top level	22	7.0
<b>Education</b>	Diploma	56	17.9
	Bachelor's Degree	171	54.6
	Master's Degree	17	5.4
	Doctorate Degree	4	1.3
	Others	54	17.3
<b>Length of service in the Tourism organization</b>	Below 1 year	80	25.6
	1-5 years	174	55.6
	6-10 years	29	9.3
	More than 11 years	19	6.1

All variables are evaluated based on a 5-point scale. The results show that the mean on clan culture is 3.456, and the mean on adhocracy culture is 3.507, and the mean on hierarchy culture is 3.617, and the mean on market culture is 3.563, and the job satisfaction mean is 3.316 respectively.

**Table 2: Descriptive Analysis of Variables.**

Variables	Mean (M)
Clan Culture	3.456
Adhocracy Culture	3.507
Hierarchical Culture	3.617
Market Culture	3.563
Job Satisfaction	3.316

Furthermore, the reliability test aid to analyze the stability and consistency to access of the goodness of a measure of the data. It will answer all the ambiguity of the survey questions on how consistently it can measure a particular concept. Based on the output of the analysis, the Cronbach's alpha acquired indicates that all the items are positively correlated to one another and it is internally constant. The common purpose of Cronbach alpha has been used to measure reliability among variables. In Bashayreh's (2009) findings, his reliability test shows the Cronbach Alpha values for both dependent (job satisfaction) and independent (organizational supportiveness, communication and stability, performance oriented, innovation, emphasis of reward) variables, which are considered to be acceptable. On the over all, the reliability of all the measures was comfortably above 0.70, ranging from 0.72 to 0.82. Thus the scale are satisfactory reliable for subsequent analysis.

**Table 3: Reliability Test of Variables**

Variables	No. of items	Items Dropped	Cronbach's Alpha
Clan	4	0	0.703
Adhocracy	4	0	0.748
Hierarchy	4	0	0.737
Market	4	0	0.666
Job satisfaction	6	0	0.800

Table 3 shows the Cronbach's alpha values for both dependent (job satisfaction) and independent (clan, adhocracy, hierarchy and market) variables, which are considered to be acceptable. According to Sekaran (2003), reliabilities with less than 0.6 are deemed poor while those in the range of 0.70 ranges is acceptable. Besides, those variables that are above 0.80 are considered as good as it is nearly perfect for reliability test when the result of Cronbach's alpha is high. On the over all, the reliability test of the measures was comfortably above 0.6 ranging from 0.66 to 0.80. The dependent variable (job satisfaction) has got 0.80 Cronbach's alpha values for total of 6 items without items dropped. On the other hand, the independent variables like clan culture has the Cronbach's alpha value of 0.70 with the amount of 4 items and none items were dropped followed by adhocracy culture which has the Cronbach's alpha value of 0.75 with the total amount of 4 item and none items dropped. The hierarchy culture has the Cronbach's alpha value of 0.74 with the total amount of 4 items without items dropped followed by market culture that has the

lowest Cronbach's alpha value at 0.67 with the total amount number of 4 items and none items dropped. Thus, the scale of satisfactory is reliable for subsequent analysis.

**Table 4: Summary of Reliability Test of Measurements**

	<b>Clan</b>	<b>Adhocracy</b>	<b>Hierarchy</b>	<b>Market</b>	<b>J. Satisfaction</b>
Cronbach's Alpha	<b>0.703</b>	<b>0.748</b>	<b>0.737</b>	<b>0.666</b>	<b>0.800</b>
Cronbach's Alpha if item deleted:					
Item 1	<b>0.619</b>	<b>0.652</b>	<b>0.632</b>	<b>0.689</b>	<b>0.772</b>
Item 2	<b>0.678</b>	<b>0.708</b>	<b>0.732</b>	<b>0.586</b>	<b>0.795</b>
Item 3	<b>0.615</b>	<b>0.688</b>	<b>0.656</b>	<b>0.544</b>	<b>0.770</b>
Item 4	<b>0.642</b>	<b>0.708</b>	<b>0.684</b>	<b>0.573</b>	<b>0.764</b>
Item 5	-	-	-	-	<b>0.754</b>
Item 6	-	-	-	-	<b>0.754</b>

Table 4 shows the Cronbach's alpha values of each item for both dependent (job satisfaction) and independent (clan, adhocracy, hierarchy and market) variables, which are considered to be acceptable. The total of items for all the major variables are 22 where there are four items each for clan, adhocracy, hierarchy and market culture as well as the balance of six items belongs to job satisfaction. According to Sekaran (2003), reliabilities with less than 0.6 are deemed poor while those in the range of 0.70 ranges are acceptable. Nonetheless, those variables that are above 0.80 are considered as good as it is nearly perfect for reliability test when the result of Cronbach's alpha is high. On the over all, the reliability test of the measures was comfortably above 0.6 ranging from 0.66 to 0.80.

A correlation test is conducted to determine the relationship between job satisfaction as the dependent variable and the four dimensions of organizational culture, namely clan, adhocracy, hierarchy and market as the independent variable. The correlation between job satisfaction and the dimensions of organizational culture is exhibited in Table 5 below. The finding from this analysis is then compared against the hypotheses developed in this study.

**Table 5: Correlations Among Variables**

	<b>Clan cultures</b>	<b>Adhocracy cultures</b>	<b>Hierarchy cultures</b>	<b>Market cultures</b>
<b>Job Satisfaction: Pearson Correlation</b>	<b>0.523</b>	<b>0.482</b>	<b>0.380</b>	<b>0.448</b>
<b>Sig. (1-tailed)</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>N</b>	<b>304</b>	<b>304</b>	<b>304</b>	<b>304</b>

The relationship between clan cultures is investigated against employee's job satisfaction. The results indicate that there is a positive relationship between the two variables where the correlation is above 0.5 at the value of 0.523, which is considered as moderate and it is significant as the value are at 0.000 and the total sample are 304. In short, the relationship between the variables is significant although the correlation is moderate. Therefore, hypothesis 1 is accepted. The relationship between adhocracy cultures is investigated against employee's job satisfaction. The results indicate that there is a positive relationship between the two variables where the correlation is below 0.5 at the value of 0.482, which is considered as weak and it is significant as the value are at 0.000 and the total sample are 304. In short, the relationship between the variables is significant although the correlation is weak. Therefore, hypothesis 2 is accepted.

The relationship between hierarchy cultures is investigated against employee's job satisfaction. The results indicate that there is a positive relationship between the two variables where the correlation is below 0.5 at the value of 0.380, which is considered as weak and it is significant as the value are at 0.000 and the total sample are 304. In short, the relationship between the variables is significant although the correlation is weak. Therefore, hypothesis 3 is accepted. Finally, the relationship between market cultures is investigated against employee's job satisfaction. The results indicate that there is a positive relationship between the two variables where the correlation is below 0.5 at the value of 0.448, which is considered as weak and it is significant as the value are at 0.000 and the total sample are 304. In short, the relationship between the variables is significant although the correlation is weak. Therefore, hypothesis 4 also accepted.

**Table 6: Inter-Correlations of the Culture**

		Hie	Adhoc	Market	Clan
Hie	Pearson Correlation	1	.427**	.589**	.384**
	Sig. (2-tailed)		.000	.000	.000
	N	313	313	313	313
Adhoc	Pearson Correlation	.427**	1	.542**	.536**
	Sig. (2-tailed)	.000		.000	.000
	N	313	313	313	313
Market	Pearson Correlation	.589**	.542**	1	.437**
	Sig. (2-tailed)	.000	.000		.000
	N	313	313	313	313
Clan	Pearson Correlation	.384**	.536**	.437**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	313	313	313	313

\*\* . Correlation is significant at the 0.01 level (2-tailed).

All independent variables are significant as the results are all at 0.000 with the data sample size of 313. The clan culture correlated with the adhocracy culture at 0.536, which proved that the relationship has moderate influence against each other. Thus, clan culture and hierarchy culture has only low influence because the correlated result is at 0.384 which is the lowest values of all independent variables. Clan culture that correlates against hierarchy cultures has only 0.436, which is low influences too so as adhocracy culture against hierarchy culture at 0.427. On the other hand, adhocracy culture correlate against with market culture has a moderate influence against each other at 0.542 whereas hierarchy culture compute against market culture has the moderate but highest influence against each other among all the independent variables in these findings.

**Table 6: Model Summary of Multiple Regression**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.603 <sup>a</sup>	.364	.355	.53850

a. Predictors: (Constant), Market, Clan, Hie, Adhoc

Table 6 showed the predicts of the independent variables with clan cultures, adhocracy cultures, hierarchy cultures and market cultures are correlated with job satisfaction. Multiple regression was conducted to determine the best linear combination of clan culture, adhocracy culture, hierarchy culture and market culture for predicting job satisfaction in the tourism business organizations in China. This combination of variables significantly predicted job satisfaction. First, the output provides the usual descriptive statistics for all five variables. Note that the N is 304 because 9 participants are missing a score on one or more variables. Multiple regression uses only the participants who have complete data for all the variables. The Model Summary table shows that the multiple correlation coefficient (R), using all the predictors simultaneously, is .603 (R square=.364) and the adjusted R square is .355, meaning that 35% of the variance in job satisfaction can be predicted from clan culture, adhocracy culture, hierarchy culture and market culture combined. Note that the adjusted R square is lower than the unadjusted R square. This is, in part, related to the number of variables in the equation. The adjustment is also affected by the magnitude of the effect and the sample size.

## 5. Discussions

The overall purpose of this study is to investigate whether there is any relationship between the four dimensions of organizational culture and job satisfaction, namely clan culture, adhocracy culture, hierarchy culture and market culture within the tourism service and manufacturing industry in China. The entire hypotheses are acceptable because they are all significant at the value of 0.000. However, the four dimensions of organizational cultures are range from strong to low influence against the employees' job satisfaction. By using Reliability test, Pearson Correlation test and Regression test are able to identify whether the hypotheses were accepted.

The original intent of this study was to determine the relationship between organizational culture and job satisfaction. The statistical analysis conducted on the survey data appears to support the hypotheses presented. Having measured the four dimensions of organizational culture had allowed this research to understand the relationship between dimensions of organizational culture as a

whole as well as employee's job satisfaction. The results of this study revealed that employees' perceptions of organizational culture were significant and positively related to employees' job satisfaction, with those perceiving a greater degree of awareness of organizational culture dimensions exhibiting the more positive reactions towards employees' satisfaction.

The results also indicate that where clan culture was perceived as dominant culture characteristics, there was a strong association with employees' satisfaction. However, the findings also indicate the importance of emphasis on adhocracy culture and market culture for predicting employees' job satisfaction in China context. However, hierarchy culture has to be avoided as it is insignificant and in short, it is best not to practice hierarchy culture, which will lead to employees' dissatisfaction in the organization. Further, the results also support the proposed model based on the empirically validated organizational culture dimensions, which are reliable and valid. These findings are important in advancing the research literature in that they contribute empirical evidence of association between organizational culture and job satisfaction, specifically the culture dimensions of clan, adhocracy, hierarchy, market and job satisfaction to a literature typified by assumptions and claims about such an association. This study also supports the findings from previous studies conducted by Lund (2003), and Gray, Alas and Ubius (2009), Densten and Sarros (2003), Bashayreh (2009) and (2008), which found that organizational culture does predict employees' job satisfaction.

It is advised that the future research should focus in areas like the more specific type of organizational culture to include dimensions such as entrepreneurial culture, competitive culture and consensual culture with the use of similar approach in this research study. Besides, the measure of job satisfaction only includes a small number of items, which tapped at different characteristics of job satisfaction behavior and does not correspond to an overall view of job satisfaction in an organization. Thus, it is essential to increase on others job satisfaction behavior as there are too little job satisfaction questions being asked in the study therefore this is considered biased view of this study. Future research may be beneficial if more items and better measures are developed in relation to this outcome variable. Then, the future researcher could examine the relationship of organization culture and job satisfaction in public or private sector by concentrating in a specific industry. This research will provide an investigation that help to explain the comparison among the facet of organization culture in developing job satisfaction. The findings will also investigate the difference of the public and private working environment contributes to the hypotheses that are suggested in this research paper at chapter two.

The implications of this research study are important and significant for human resource practitioners, human resource management department, and academics who have an interest in enhancing organizational culture in an organization as well as to increase the employees' job satisfaction. However, this research acknowledges the scarcity of prior research into the influences of organizational culture in general and employees' job satisfaction, thus, the potential for further research is considerable. A clear direction for future research efforts within this field is needed to investigate the findings of this thesis further by means of quantitative research. This will enable a better understanding of the organizational culture compatibility effects in employees' job satisfaction. An interesting avenue of further research that has not been addressed in the scope of this thesis is to explore the interrelationships between the specific dimensions of organizational culture, common organizational culture and employees' job satisfaction and how they interact in determining how extensively and significantly the organizational culture would enhance in different industry sectors and across various sized of organizations. This research study can be replicated in different industry sectors incorporating small- and medium-sized organizations, including other countries with similar economic conditions, but different regions, is another avenue for future research.

An interesting implication for further research is needed on cultural values scaling. More research is needed on expanding the range to include more ranges in between, such as a very high, high, moderate, low, very low risk-taking. Moreover, further research on organizational culture modeling and their significant in enhancing employees' job satisfaction is needed. The developed simulation model in this study constitutes a readily understood theory of four different dimensions of organizational cultures like clan culture, adhocracy culture, hierarchy culture and market culture on affecting employees' job satisfaction. The thesis has provided some significant insights into the understanding of organizational cultures that has different influences on job satisfaction. Furthermore, it has provided a solid understanding of how individual organizations' cultural values can influence the job satisfaction. Yet, there are many pieces of the puzzle regarding how these variables are measured and validity of instruments used that need to be addressed though future research to expand the knowledge of why some organizational cultures with the same socioeconomic features, in the same regions, have the same size are performing better in general or vice versa. Finally, the researcher has learned a great deal about tourism organizational culture and employees' job satisfaction measurements from this research. Investigating the effects of organizational culture on employees' job satisfaction and reading vast amounts of the literature has been extremely useful and interesting, and thus researcher hopes to contribute to future knowledge in this context.

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