

The Effect of Organizational Culture and Job Environment Characteristics Perceived by Organization Members on Job Satisfaction

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Abstract

We study empirically analyzed the final 216 copies of the responses from SME organization members in Seoul and Gyeonggi regions using statistical programs of SPSS24.0 and AMOS 24.0. In other words, the effect of job satisfaction on the organizational culture and job environment characteristics perceived by members of the organization, and the relationship between job satisfaction and job performance is shown as follows. First, the organizational culture of consensus, development, hierarchy, and rationality was statistically significant in job satisfaction. Therefore, the hypothetical one-man organizational culture was adopted by showing a positive (+) effect on job satisfaction. Second, job environment characteristics such as autonomy in job performance, compensation system, physical environment, and human environment had a positive effect on job satisfaction. That is, the job environment characteristics of hypothesis 2 were adopted as a positive (+) influence relationship on organizational satisfaction. Third, job satisfaction was expressed as a positive (+) influence relationship with job performance, so hypothesis 3 was adopted. As a result of this study, the higher the organizational member's perception of organizational culture and job environment characteristics is, the higher the job satisfaction is, and the improvement in job satisfaction is meaningful in that it provides theoretical and practical implications that indicate job performance.

Key words: Job Satisfaction, Organizational Culture, Job Environment Characteristics, Job Performance.

1. Introduction

Today, the global business environment is changing rapidly and rapidly based on Information Communication Technology (ICT). The global economic crisis caused by the Corona 19 pandemic and the US-China conflict is appearing as a global crisis, not one country. In other words, in response to the new global business environment changes, the importance of changes in the characteristics of the organizational culture and job environment is being emphasized, which represents the way of thinking and behavior of organization members for sustainable management [1]. Organizational culture is a shared values, ideals, and symbols through the process of mutual learning among members of the organization, affecting the organization formally

and informally, and acting as an important factor in uniting members [2]. Organizational culture plays an important role in improving the job satisfaction of members of the organization, the basis of survival and growth of a company, and in realizing organizational performance and management philosophy and achieving goals [3]. On the other hand, job environment characteristics include all of the human and material environments formed within the organization, and are different according to the individual perception system of the members of the organization rather than an objective attribute [4]. The characteristics of the job environment are characteristics that continuously influence the experience and behavior of organizational members related to job performance, and include all constituent factors for relationship formation, personal growth and development, system maintenance and change [5]. In other words, the more satisfied with the job environment characteristics perceived by the members of the organization, the more positive effects were shown on job satisfaction and organizational performance [6]. In addition, job satisfaction showed a direct effect on job performance [7]. Therefore, this study aims to determine how the organizational culture and job environment characteristics perceived by organization members have an impact on job satisfaction based on previous studies. In addition, the purpose of this study is to check the effect of job satisfaction on job performance. On the other hand, the preceding studies and the true benefits of this study are as follows. In other words, the causal relationship between job satisfaction was confirmed by applying both organizational culture and job environment characteristics. In addition, it is the aspect that the influence relationship between job satisfaction and job performance was confirmed.

2. Theoretical Background

2.1 Organizational Culture

Organizational culture is the behavioral characteristic of members of an organization that has differentiated competitiveness from one organization to another, and further improves management efficiency by advancing the sustainability management system [8]. Organizational culture is a system of perception like a decision-making method for the behavior of individual members of the organization and cooperation among other members of the organization [9]. Organizational culture is a factor that exhibits the same characteristics, such as organizational values, norms, and behaviors shared by the management and members of the organization, and acts as an important factor in achieving the common goals of the organization and individuals [10]. On the other hand, the types of organizational culture are divided into power-oriented, role-oriented, task-oriented, human-oriented culture and strategy, adaptation culture based on the suitability of the relationship between environment and culture, mission culture, immersion culture, and coherence culture according to the characteristics of the researcher. In addition, based on Quinn's competitive value model, it is a model that divides relation-oriented culture, innovation-oriented culture, task-oriented culture, and hierarchical-oriented culture into a consensus culture, development culture, hierarchical culture, and rational culture [11]. This study defined organizational culture as a decision-making method and social awareness system shared by all executives and employees in the same organization. On the other hand, this study applied four types of consensus culture, development culture, hierarchical culture, and rational culture that can more clearly express organizational characteristics and sustainability management system [11]. In addition, in order to measure these types of organizational abuse, a 5-point Likert scale was applied to a total of 12 questions for each of 3 questions.

2.2 Job Environment Characteristics

The job environment characteristics are the viewpoints of the organizational members' perception of the environmental characteristics related to their job performance, and can be expressed differently according to

their personal perception rather than the objective aspect [4]. In other words, it is a holistic concept that includes the physical environment, interactions and working conditions among members, and the physical environment in which the members of the organization continuously influence the behavior and experience related to their job performance [12]. The environment-free characteristic is a consensual and broad concept that is necessary for the members of an organization to perform their duties. Autonomy, work intensity, organizational support, job complexity, organizational control, relationships, personal growth, system maintenance and change, working environment, It can be classified in various ways such as accuracy of working hours, fair work evaluation, relationship with colleagues, work site evaluation, and adequate workload [13]. Therefore, this study aims to define the physical, spatial, and institutional environmental characteristics that have the most direct or indirect impact on individual members of the organization required to perform their job roles. On the other hand, the sub-constituent factors of job environment characteristics were divided into autonomy of job performance, compensation system, physical environment, and human environment [14]. In addition, for the sub-variable of job environment characteristics, a total of 12 questions were composed of 3 questions each, and the Likert 5-point scale was applied.

2.3 Job Satisfaction

Job satisfaction is a subjective and multi-dimensional concept perceived by individual members of the organization, and is a positive job attitude that shows enthusiasm, passion, attachment, and interest for the job as needs and goals are achieved through job performance [15]. Job satisfaction is a function of the degree of satisfaction of the needs experienced or obtained through the job as a dimension of a positive desire for the job performance result or the job itself [16]. On the other hand, the determinants of job satisfaction are divided into motivational factors, hygiene factors, job importance, and structural characteristics in terms of organizational environment and the job itself according to individual characteristics, depending on the researcher [6]. Therefore, in this study, job satisfaction is to be defined as the degree of coordination with the degree of expectations for emotional and psychological well-being for one's job performance. That is, job satisfaction includes not only the job itself, but also the job's own factors, compensation factors, promotion factors, related factors, overall satisfaction, responsibility and self-value realization. Therefore, for job satisfaction, the factor used in [17] was applied to the Likert 5-point scale for a single variable of 4 questions.

2.4 Job Performance

Job performance is the degree to which one can achieve his or her job goals, such as a desirable state for job performance, to the degree of achievement of the job performance results required to achieve the organization's management goals [18]. Job performance is a result of an organization member's efforts to achieve the organization to which he/she belongs and the goals and tasks of the organization member. On the other hand, job performance is the degree of execution of the planning process and qualitative improvement in order for the members of the organization to achieve the job performance goals planned by individuals and groups [19]. Therefore, job performance can be replaced by productivity improvement, goal achievement process and degree, job commitment, cohesion, attachment that are derived from their job by organization members. Job performance includes the effectiveness and efficiency of the organization's goals in terms of job performance and achievements. In this study, job performance is intended to be defined as a desirable state in which an organization member wants to achieve a specific job role or the degree of achievement of a goal. In addition, job performance was measured on a Likert 5-point scale by applying four items as a single variable referring to the items used in the study in [19].

3. Research Model and Hypothesis Setting

3.1 Research Model

The purpose of this study was to confirm the relationship between the organizational culture and job environment characteristics perceived by SME(Small Management Business) organization members in Seoul and Gyeonggi region on job satisfaction. In addition, a research model was set up as shown in Figure 1 to verify the effect between job satisfaction and job performance.

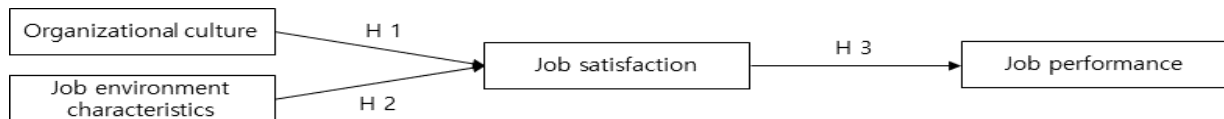


Figure 1. Research model

3.2 Hypothesis Setting

3.2.1 Relationship between Organizational Culture and Job Satisfaction

Organizational culture is the shared values, beliefs, and attitudes among members of the organization, and it serves as an important guideline that informs the members of what they feel, think, and should do [20]. As for the organizational culture, job satisfaction increased as the organizational culture preferred by the members of the organization increased through active job participation [21], and showed a positive influence on job satisfaction and organizational products [20]. In addition, the organizational culture acts as a positive motive factor for job performance through smooth communication [22]. On the other hand, the organizational culture recognized by the SME organizational members was positively influenced by the improvement of job satisfaction [10], and the organizational culture perceived by nonprofit organizational members showed that job satisfaction was a positive factor [23]. In addition, the organizational culture using the competitive value model of [11] showed an influence on job satisfaction [6-24]. Therefore, in this study, the following hypothesis was established using the preceding studies.

Hypothesis 1. Organizational culture will have a positive (+) effect on job satisfaction.

3.2.2 Relationship between Job Environment Characteristics and Job Satisfaction

The job environment characteristics are the overall concept of work, work, and work environment related to job roles by organization members. It is a subjective aspect based on individual recognition rather than an objective aspect [4]. In other words, the relationship between job environment characteristics and job satisfaction is divided into motivation factors, which are intrinsic environmental aspects, and hygiene factors, which are external environmental characteristics [25]. In addition, job environment characteristics related to worker welfare showed a significant effect on job satisfaction [26], and job performance improved as job identification and feedback, which are factors of job environment characteristics, improved [27]. Therefore, this study established the following hypothesis based on previous studies.

Hypothesis 2. Job environment characteristics will have a positive (+) effect on job satisfaction.

3.2.3 Relationship between Job Satisfaction and Job Performance

Job performance refers to the positive result of improving the quality of the job through the use of creativity and intrinsic competence to achieve the responsibilities and duties imposed on the members of the organization [28]. In other words, in the relationship between job satisfaction and job performance, the negative experience

of an organization member's job performance ultimately decreases job performance by lowering job satisfaction [29], and job demands for improving job satisfaction of art members It showed a positive effect on not only psychological well-being but also job performance [30]. Therefore, this study established the following hypothesis based on previous studies.

Hypothesis 3. Job satisfaction will have a positive (+) effect on job performance.

4. Empirical Analysis

4.1 Sample Selection and Data Collection

In order to achieve the purpose of this study, organizational members who are working at SMEs in Seoul and Gyeonggi region were targeted. The survey period used 216 copies from November 11 to December 13, 2019, excluding 29 statistically unfaithful copies of 243 copies. On the other hand, the empirical analysis verified the established research hypotheses suggested in the research model using the statistical programs SPSS 24.0 and AMOS 24.0.

4.2 General Characteristics

In the result of frequency analysis of general characteristics, the gender was 135 males (62.5%) and 81 females (37.5%). The ages were 129 people in their 40s(59.7%), 48 people in their 30s (22.2%), 33 people in their 50s(15.3%), and 6 people in their 20s or older(2.8%). The ranks were 12 3people(57.4%) under manager, 42 people managers(19.4%), 38 people deputy managers(17.6%), and 12 people managers or more (5.6%). In addition, 86 people students(39.8%) graduated from elementary school, 79 people(36.7%) graduated from university, 45 people(20.8%) graduated from high school, and 6 people(2.7%) graduated from graduate school or higher.

4.3 Analysis of Validity and Reliability of Measurement Tools

In order to test the hypothesis for this study model, an exploratory factor analysis was performed on the variables. As a result, four factors of organizational culture: consensus culture, development culture, hierarchical culture, rational culture, autonomy of job environment characteristics, compensation system, physical environment, four factors of human environment, job satisfaction and the validity of job performance factors Are all secured. That is, the commonality was .5 or more and the factor loading was 0.5 or more, and the eigenvalue of each factor was 1.0 or more, and the total explanatory power was 60% or more, which was judged to be good. On the other hand, Cronbach' α value for measuring reliability is .831 for organizational culture, Cronbach' α value, .781 for development culture Cronbach' α value, .801 for hierarchical culture Cronbach' α value, and rational culture Cronbach' The α value was analyzed as .793, indicating good reliability. In addition, the Cronbach' α value of the autonomy of job performance, which is a characteristic of the job environment, is .897, the Cronbach' α value of the compensation system is .916, the Cronbach' α value of the physical environment is .833, and the Cronbach' α value of the human environment is .826 showed high reliability. In addition, job satisfaction Cronbach' α value was .855, job performance Cronbach' α value was .939. Therefore, all the variables applied to achieve the purpose of this study showed good reliability of 0.7 or more.

4.4 Confirmatory Factor Analysis

In order to verify the validity of this research model, concentrated validity was analyzed through confirmatory factor analysis through structural model analysis. In other words, the standardized factor loading value of all variables was .5 or more, the average variance value index of the measured variable was .5 or more, and the concept reliability was .7 or more, ensuring convergence validity. On the other hand, the average variance values were consensus culture .895, development culture .881, hierarchical culture .892, rational culture .866, autonomy .807, compensation system .847, physical environment .915, human environment .844, job satisfaction .925, job performance was high as .939, and the model fit was judged to be good as shown in Table 1. That is, $\chi^2=2688.16$, $df=952$, $p<.001$, $\chi^2/df=2.823$, $RMR=.037$, $GFI=.804$, $AGFI=.779$, $NFI=.862$, $TLI=.897$, $CFI=.905$, $RMSEA=.058$, $SRMR=.047$, and it was confirmed that the fit for this study model was valid.

Table 1. Analysis of fitness for the research model

Goodness of fit index	χ^2	df	p	χ^2/df	RMR	GFI	AGFI	NFI	TLI	CFI	RMSEA	SRMR
Estimated value	2688.16	952	.000	2.823	.037	.804	.779	.862	.897	.905	.058	.047

On the other hand, Table 2 shows the results of Pearson's correlation analysis to check the discrimination validity of the number of pieces. In other words, the correlation coefficient value at .05 showed that the correlation between each latent variable and the mean variance value was greater than the square value of the correlation coefficient, indicating that the discriminant validity between the constituent concepts was secured.

Division	Table 2. Discriminant validity between constituent factors										Concept reliability	AVE
	1	2	3	4	5	6	7	8	9	10		
1	1										.959	.895
2	.754*	1									.927	.881
3	.662*	.738**	1								.933	.892
4	.719*	.758*	.742*	1							.927	.866
5	.514*	.494*	.441*	.476*	1						.947	.807
6	.491*	.481*	.443*	.468*	.748*	1					.941	.847
7	.495*	.501*	.511*	.488*	.586*	.583*	1				.914	.915

8	.758* *	.752* *	.708**	.570* *	.583* *	.567* *	.571* *	1			.918	.844
9	.607* *	.594* *	.601* *	.590* *	.620* *	.628* *	.560* *	.755* *	1		.925	.925
10	.632* *	.616* *	.574* *	.518* *	.634* *	.592* *	.567* *	.583* *	.741* *	1	.936	.939

1. consensus culture, 2. development culture, 3. hierarchical culture, 4. rational culture, 5. autonomy, 6. compensation system, 7. physical environment, 8. human environment, 9. job satisfaction, 10. job performance.

*p<0.05, **p<0.01, ***p<0.001

4.5 Hypothesis Verification

In this study, the results of structural model analysis are as follows in order to verify the hypotheses between the constituent concepts established by the research model. That is, $\chi^2=2688.16$, $df=952$, $p<.001$, $\chi^2/df=2.823$, $RMR=.037$, $GFI=.804$, $AGFI=.779$, $NFI=.862$, $TLI=.897$, $CFI=.905$, $RMSEA=.058$, $SRMR=.047$ were analyzed with all appropriate indices, and the research model was judged to be good. On the other hand, the hypothesis setting verification results for this study model are shown in Table 3.

Table 3. Hypothesis (H-1, H-2, H-3) verification result

Division			Standardized value	t	p	Remark
Hypothesis 1	H 1-1	consensus culture → job satisfaction	.327	3.68	.000	selection
	H 1-2	development culture → job satisfaction	.293	2.73	.021	selection
	H 1-3	hierarchical culture → job satisfaction	.203	2.37	.031	selection
	H 1-4	rational culture → job satisfaction	.195	1.97	.039	selection
Hypothesis 2	H 2-1	autonomy → job satisfaction	.414	5.69	.000	selection
	H 2-2	compensation system → job satisfaction	.387	4.35	.000	selection
	H 2-3	physical environment → job satisfaction	.311	3.73	.000	selection
	H 2-4	human environment → job satisfaction	.327	3.96	.000	selection
Hypothesis 3		job satisfaction → Job Performance	.363	4.05	.000	selection

*P<.05, **P<.01, ***P<.001

First, hypothesis 1 is that the organizational culture perceived by members of the organization has a positive (+) effect on job satisfaction. Hypothesis 1 was adopted because all four sub-variables were statistically

significant. In other words, organizational culture showed a positive effect on job satisfaction of members of the organization when comprehensive factors were combined, not job satisfaction caused by certain sub-factors. This was analyzed in the same way as the previous study results [6], [10], [23-24] and supported the results of this study. Therefore, the importance of revitalizing organizational culture to improve job satisfaction was emphasized.

Second, Hypothesis 2 Hypothesis 2, that the organizational culture perceived by organizational members has a positive (+) effect on job performance, showed that all four sub-variables were statistically significant. Thus, hypothesis 2 was adopted. In other words, all of the sub-factors of the characteristics of the job environment showed a positive effect on the job satisfaction of the members of the organization. These results supported the results of this study together with the results of previous studies [13, 26, 27]. Accordingly, in order to improve the job satisfaction of organization members, the need for continuous improvement and consideration for their job environment characteristics was emphasized.

Third, the hypothesis that the job satisfaction of the three-member organizational members will have a positive (+) effect on organizational performance was statistically significant, and hypothesis 3 was adopted. As a result of previous studies [28, 29, 30], the higher the job satisfaction, the higher the job performance, which emphasized the importance of job satisfaction.

5. Conclusion

The purpose of this study was to confirm the effect of organizational culture and job environment characteristics perceived by SMEs in Seoul and Gyeonggi regions on job satisfaction and the relationship between job satisfaction and job performance. The main results of this study are as follows. First, consensus culture, development culture, hierarchical culture, and rational culture, which are the types of organizational culture perceived by members of the organization, showed a positive effect on the job satisfaction of members. That is, hypothesis 1 established by the research model was adopted. As organizational culture was an important factor in improving the job satisfaction of members of the organization, systematic execution power was required for the plan to revitalize organizational literacy. Second, the two hypothesized job environment characteristics such as autonomy for job performance, compensation system, physical environment, and human environment showed a positive (+) effect on job satisfaction. In other words, Hypothesis 2 was adopted, and as job satisfaction improved as the job environment characteristics improved, a continuous improvement plan for job environment characteristics was required. Third, the hypothesis of 3 job satisfaction showed a positive effect on job performance. Therefore, as job satisfaction improves, job performance improves, and various systems were required to establish and implement various systems in terms of human resource management that can strengthen job satisfaction. On the other hand, this study added theoretical and practical implications for this by examining the relationship between organizational culture and job environment characteristics perceived by SMEs' organizational members on job satisfaction and the relationship between job satisfaction and job performance. Despite these implications, there is a limit to generalization to research limited to specific regions and subjects. In future research, it is necessary to conduct research on organizational commitment to job satisfaction and job performance of organization members according to the company type, organizational culture and job environment characteristics, leadership, and work system.

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