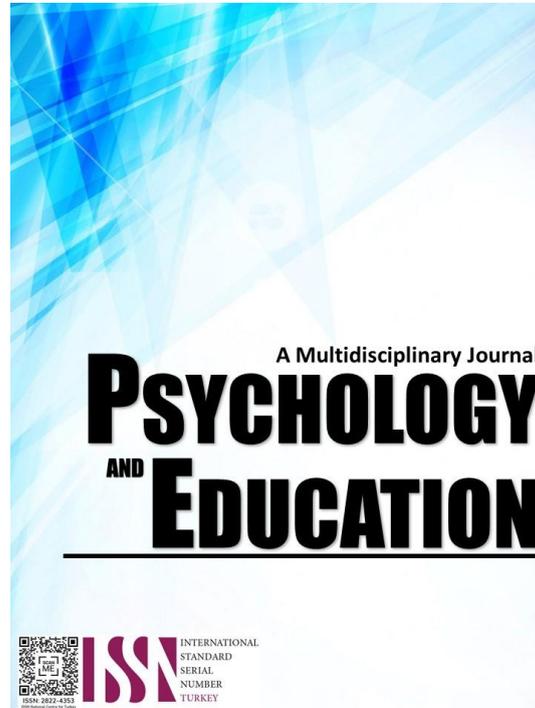


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The Influence of Organizational Culture on the Job Satisfaction of Insurance Companies' Employees

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Abstract

The emergence of different organizational cultures inside companies has been found to impact their overall success. It is the set of beliefs, values, and customs present in a workplace that influences the behavior of its employees. Meanwhile, job satisfaction is the employees' contentment level with respect to different aspects of their job. Hence, this study employed a descriptive-correlational research design to investigate organizational culture's influence on insurance agents' job satisfaction. To gather the essential data and meet the objectives of this study, the Organizational Culture Assessment Instrument and Job Satisfaction Survey were distributed to the respondents. The data gathered were then computed and analyzed using regression analysis, revealing that organizational culture significantly influences satisfaction among insurance agents. These results were analyzed and interpreted, with implications and recommendations provided for better understanding and application for the stakeholders of this study.

Keywords: *organizational culture, job satisfaction, practices, organization, insurance agents*

Introduction

In any organization, achieving goals and objectives is the top priority. Different factors contribute to the fulfillment of their purpose, and one of them is the culture present in the organization. According to Colquitt et al. (2019), organizational culture is the employee's awareness of the norms, values, and customs that shape how the employee behaves in the workplace. Organizational culture plays a vivid role in the organizational government since it sets a structure for employees' behavior and work environment, generating better employee performance (Sapada et al., 2018). The preferences of an organization's founders, the needs of the industry, and the values, ambitions, and assumptions of the company's early leaders are all variables that contribute to the development of an organization's culture (University of Minnesota Libraries, 2015). Workers also believe that the characteristics of the people working inside organizations, the organizations' ethics, the organizations' structures, and property rights are the primary drivers of organizational culture (StudyCorgi, 2020).

Furthermore, another factor that affects the realization of organizational goals is job satisfaction. Defined, this is an individual's emotional evaluation of a job (Locke, 1976, as cited by Lee et al., 2018). It is also the employee's contentment level with their job, which "goes beyond their daily duties to cover satisfaction

with team members/managers, satisfaction with organizational policies, and the impact of their job on employees' personal lives" (BasuMallick, 2021). Thus, a vital component of the organization's success is improving job satisfaction (Ramezani et al., 2013, as cited by Lee et al., 2018).

Recent studies have shown that organizational culture directly impacts job satisfaction (Carvalho et al., 2018; Janicijevic et al., 2018; Pham Thi et al., 2021). A study by Purwadi et al. (2020) discovered that job satisfaction is positively and significantly influenced by organizational culture as they investigated the relationship between organizational culture and leadership on employee performance and job satisfaction among government employees. The study concludes that a better level of organizational culture will increase employees' job satisfaction.

On the other hand, the study by Paais and Patiruhu (2020) revealed that employee job satisfaction was not significantly influenced by work motivation or organizational culture, although both had a favorable and significant impact on performance. As they examined the impact of leadership, motivation, and organizational culture on work satisfaction and employee performance through empirical methodologies, no correlation was found between the two variables motivation and organizational culture, and job satisfaction, their dependent variable. This study has shown that a number of variables play a significant influence in affecting job satisfaction and

performance.

The influence of the different dimensions of organizational culture on the different characteristics of job satisfaction has not been thoroughly investigated in recent studies. Thus, there is a need to divulge more on this concept to concretize how organizational culture influences employees' job satisfaction.

Moreover, this study's primary aim is to investigate organizational culture's influence on the job satisfaction of insurance company employees. Simultaneously, this study will focus on the possible types of organizational culture that can affect the different characteristics of job satisfaction. Through this study, researchers will be able to determine at what level organizational culture influences job satisfaction and determine the strength of their correlation. Hence, it specifically sought to answer the question:

- Does organizational culture influence job satisfaction?

Literature Review

Carvalho et al. (2018) found a significant correlation between organizational culture, job satisfaction, and organizational culture and commitment. This study used the quantitative method to evaluate the association between the four types of organizational culture (Clan, Hierarchy, Adhocracy, and Market) and the dimensions of job satisfaction and organizational commitment. A multi-item scale survey questionnaire was distributed to 1,735 bank employees in the Federal District and twenty-six states of Brazil to gather data. A factor analysis followed by the Regression Analysis concluded that the four culture types affected the different dimensions of job satisfaction and organizational commitment differently. Some culture types showed a strong and positive correlation with other dimensions of job satisfaction and organizational commitment, while others exhibited weak links. The employees accepted plenty of cultural values compared to the model of cultural perspectives by Martin (1996) suggested. The researchers recommend further testing the extent to which Cameron and Quinn's theoretical model of culture types can be proven in the future.

Similarly, Janićijević et al. (2018) found that organizational culture influenced job satisfaction. Data revealed that the level of employees' job satisfaction changes significantly and systematically within the

four types of organizational culture (Power, People, Role, and Task Culture). To investigate the level of influence organizational culture has on job satisfaction, the study employed questionnaires to obtain data from 324 employees aged 36-45 within 16 companies in the Republic of Montenegro. Using the multivariate general linear model, the researchers concluded that specific culture types were associated with better job satisfaction levels than other culture types. Additionally, employees' job satisfaction levels were connected to the organizational culture types that employees believed were predominant in their organization. The researchers recommended future studies to investigate the area in which organizational culture types indirectly influence job satisfaction, as they were unable to expound on this matter.

Pham Thi et al. (2021) also found that the identified dimensions of organizational culture significantly and positively influenced the job satisfaction and organizational commitment of small and medium-sized enterprises (SMEs) employees. To fulfill the objective of quantitatively assessing how job satisfaction and organizational commitment are affected by organizational culture, a total of 240 office employees in Vietnam were surveyed. A confirmatory analysis through the program AMOS 20 concluded that a good working environment (a dimension of organizational culture) is vital to obtaining job satisfaction. Strict working conditions strain employees from maximizing their potential and abilities, hence the significance of a healthy working environment. Additionally, it is crucial to improve the management style, human resource management system, empowerment, salary and rewards of employees as results have shown that they directly influence employees' job satisfaction, and consequently their commitment to the organization. The researchers recommend including qualitative methods to clarify unclear areas within the study. Future researchers are also recommended to concentrate on how the demographic profiles of the respondents affect their job satisfaction in the SME industry.

In another study by Islamy et al. (2020), the influence on job satisfaction of organizational culture with knowledge sharing as a mediating variable was investigated. Using 5-point Likert scale questionnaires distributed to 259 lecturers from 27 universities in Indonesia revealed that organizational culture had a significant and positive influence on job satisfaction (directly and indirectly). Using Confirmatory Factor Analysis, it was also found that organizational culture affected knowledge sharing significantly and



positively, while knowledge sharing affected job satisfaction significantly and positively as well. The researchers suggest that another level in the multilevel analysis should be added to produce a more thorough analysis. Lastly, it was recommended that future researchers carry out the study in a variety of industries.

Riyanto and Panggabean (2019) found that leadership, organizational culture, and climate significantly affected employees' job satisfaction. With their objective of investigating the effect of leadership, organizational culture, and climate on the job satisfaction of PT Garuda Indonesia's employees, a total of 88 employees were surveyed. Employing a Descriptive Analysis using the statistical software SPSS version 23, it was concluded that generally, organizational culture positively and significantly influenced employees' job satisfaction. Among the other factors that affect job satisfaction, aggressiveness is the dimension of organizational culture that stands out the most. Ultimately, job satisfaction is significantly influenced by leadership, organizational culture, and climate, with leadership having no direct influence on job satisfaction. Since the impact of leadership, organizational culture, and climate on job satisfaction inevitably change, researchers recommend investigating more variables in connection with current variables and conducting the study in various businesses or industries.

Likewise, Jigjiddorj et al. (2021) found that insurance company employees' organizational culture, job satisfaction, and organizational commitment are all positively correlated. To investigate how a Pakistani insurance company's organizational culture affects its employees' job satisfaction and commitment, the study administered a sociometric survey consisting of 5-point Likert scale questions to 180 employees. Upon data analysis using the SPSS 23 software, the study concludes that despite the difficulty of meeting job satisfaction within any organization, it can be improved through organizational culture, which in turn can foster an employee's commitment and willingness to stay for a longer time. These findings confirm the results of past studies completed in different industries in Pakistan. Further, the study states that compared to organizational commitment, employee job satisfaction is strongly influenced by organizational culture. The researchers then recommend that it may be beneficial to include more dependent variables about organizational culture to enhance human resources management and motivate workers to become more goal-oriented and dedicated to accomplishing organizational goals.

On the other hand, a study by Batugal and Tindowen (2019) investigated the impact of organizational culture on job satisfaction and organizational commitment of teachers in Catholic colleges and universities in the Philippines. Using a descriptive-correlational method, 129 faculty members were asked to answer a Likert-type scale questionnaire. The descriptive statistical analysis found that a predominant culture type, clan culture, positively affected the organizational commitment of Catholic colleges and Universities the most, having only a minimal positive effect on their employees' job satisfaction. Results also reveal a negative impact between the other three types of organizational culture (Hierarchy, Adhocracy, and Market) and job satisfaction, implying that greater job satisfaction decreases the need for these three culture types within Catholic institutions. The study concludes that organizational culture is a crucial factor in the growth and sustainability of Catholic schools, employee retention, and the organization's cultural values. The researchers recommend evaluating the impact of additional organizational factors like supervisory support, shared vision and mission, school and community ties, and other school-related factors on the job satisfaction and organizational commitment of teachers.

Moreover, Al-Shammari and Al-Am (2018) found that a dominant type of organizational culture (market culture) existed within a telecommunications company in Bahrain. However, it was the clan culture that significantly and positively affected the job satisfaction of employees. The association between the respondents' demographics and their perceived organizational culture was also evaluated, and as a result, clan culture was found to have a significant negative correlation with the employees' educational level, but no correlation between the demographic data, market culture, and supervision (a job satisfaction dimension) was found. This study aimed to evaluate the correlation between organizational culture and job satisfaction, and they obtained their data through a survey questionnaire sent to 400 employees. After employing Spearman's Rank Correlation, the researchers concluded that clan culture had the most positive and significant correlation with the facets of the job satisfaction of employees, and the least for market culture, although this was the dominating culture type. This meant that the more the organization had a warm and welcoming environment, the higher the job satisfaction of employees, which would eventually lead to greater work quality, productivity, commitment, well-being, and loyalty to the organization.

In conclusion, the literature and studies discussed in this chapter helped contextualize the relationship of the variables of the current study. Through this, contrasting ideas and concepts have emerged, such as organizations showing inherent dimensions of organizational culture existing almost equally altogether, while others have a predominating culture type. Studies have also shown different identified types of organizational culture and how they impact the different facets of job satisfaction in different levels and ways (positively or negatively). With this current study, the relationship between the different organizational culture types and job satisfaction dimensions will be studied within insurance companies, adding to or proving the existing knowledge about the variables of the present study.

Methodology

Research Design

In this study, the descriptive-correlational design was employed. According to Sousa et al. (2007), the variables and the correlations that develop naturally between and among them are described in descriptive correlational studies. This research design allows the researcher to provide clear visuals of the circumstances and to establish the relationships between different variables (McBurney & White, 2009). This enabled the researchers to convey the study and meet its objectives effectively, and provide validity purpose throughout the data gathering and analysis process to its readers. Furthermore, the main goal of this type of research design is to describe associations between variables rather than trying to prove a cause and effect (Quaranta, 2017). This design will provide researchers with the appropriate means and procedures to obtain important data to complete the study. The information is given about the descriptive-correlational design illustrated why this design is best suited to assess organizational culture's influence on the job satisfaction of insurance company employees working in the sales department.

Respondents of the Study

The respondents of the study were 150 employees of selected insurance companies in Bulacan, Philippines. Stratified random sampling was used in the study to identify the respondents, while ensuring accurate and valid data.

Instruments of the Study

This study utilized two instruments to determine the influence of organizational culture on job satisfaction. The first instrument was Organizational Culture Assessment Instrument (OCAI) developed by Cameron and Quinn (1999) to assess organizational culture. There will be two sections to the survey, featuring a total of 47 questions. Eight questions in the first section will be asked about the respondent's identity, including their age, gender, nationality, location of the country, educational attainment, job function, and company time. Consequently, 39 items about the dominant characteristics, organizational leadership, management of employees, organization glue, strategic emphases, and criteria of success were included in the survey's second section. A five-point Likert scale, with the options "Strongly Disagree" (1) and "Strongly Agree" (5), was employed. It was determined that Cronbach's alpha was 0.86 when assessing the psychometric qualities of the constructs under research and their associated dimensions, indicating the existence of reliability for these constructs.

The second instrument used in the study is the Job Satisfaction Survey (JSS) developed by Spector (1985). The study applied the Spector JSS survey to gauge how satisfied people are with their jobs using a five-point Likert scale. The participants will answer 36 questions or four questions for each of the nine subscales which are pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, coworkers, nature of work, and communication. The participants must select one of six options ranging from "strongly disagree" to "strongly agree" for each item. Cronbach's alpha, which was 0.75, indicated the scale's internal consistency.

Data Gathering Procedure

For the researchers to gather information about the influence of organizational culture on job satisfaction in selected insurance companies in Bulacan, Philippines, they followed a detailed procedure. The researchers were authorized to follow the process to complete the research and gather the data to draw their conclusions at the end of the study.

First, the researchers looked for and chose two standardized instruments to measure and evaluate the study's variables. Once the questionnaires were finalized and approved by the research adviser, the researchers looked for respondents who met the criteria for the study. Within these surveys, the researchers first explained the purpose of the study to the respondents, followed by the risks and benefits of

participating, as well as the length of time this survey will require from them. Explained next were the respondents' rights concerning voluntary participation, anonymity, and the confidentiality of all data they will be providing. Doing so allowed the respondents to willingly and truthfully answer the survey, leading to accurate results. Lastly, clear instructions on how the participants are to answer given questions were provided for them to comprehend what they should do quickly. The survey questionnaires were distributed via Google Forms, a software for distributing online surveys, to collect the needed data and information.

The data collected from the survey were then tallied precisely and honestly by the researchers. Afterward, the gathered data were calculated as the final step of the data-gathering procedure. The information obtained from the respondents served as the foundation for all analyses, presentations, and interpretations of the research findings.

Ethical Consideration

The previous studies and literature that have been cited and examined in this study are given the proper credit in this research paper. During this activity, researchers upheld honesty and made sure that any information they acquired from various sources are cited properly. Researchers made sure that all sets of information included are paraphrased or quoted properly to value the intellectual property, most careful to avoid plagiarism. Researchers upheld objectivity and integrity in all their actions, most especially in data gathering, data analysis, and interpretation. Furthermore, the researchers made sure to ask for approval from their research advisor about everything done and included in and for their paper.

All respondents were briefed thoroughly about the study being performed, the risks and benefits of participating, the timeframe of the study, and most especially, that they are not in any way being forced to participate in the study. Their participation in the survey is entirely optional, and they are free to decide if they wish to take part and they are free to leave the study at any time without any ramifications. The researchers also had no personal links or did not know their study's respondents. Further, the researchers took time to read the Republic Act R.A. 10173, "the Data Privacy Act of 2012". As stated in the Office of the President of the Philippines, it is the State's policy to uphold the fundamental human rights of communication and privacy while allowing the free flow of information to foster innovation and growth; the researchers ensured that all data that will be

gathered from the respondents would be kept confidential and be solely used for meeting the research objectives. A part of the survey questionnaires asked the respondents to provide demographic data, but they are not compelled to provide any personal information unless they are willing to; if they wish to remain anonymous, they may do so. The researchers tried to secure the respondents' data and keep it as confidential as possible. A survey questionnaire is crucial for researchers since it helps them understand the study better. Thus, the questions may cause differing interpretations among participants, which may affect them in various ways. The participants will be made aware of any potential harm based on the questions asked, if there is any.

Lastly, the researchers made sure that all research instruments were tested for validity and reliability. The sole source for the results of the study was the data collected from the questionnaires, and the researchers ensured not to manipulate or misinterpret the data for their benefit. This study did not falsify any data that was presented. To accurately portray the results of the study, the researchers utilized the proper data processing and statistical methods.

Result and Discussion

Influence of Organizational Culture on Job Satisfaction

The main purpose of this study is to determine whether organizational culture has a significant influence on job satisfaction. To answer this question, data were gathered using the survey questionnaires OCAI and JSS. All the data results presented below were analyzed through regression analysis.

Through the use of this method, the direction of the relationship between two continuous variables (organizational culture and job satisfaction) has been identified. The correlation of the two can be seen in the table below.

The results of the statistical analysis found in the table below reveal that organizational culture has a significant effect on job satisfaction. Therefore, the null hypothesis is then rejected.

Table 1. *Organizational Culture on Job Satisfaction*

Variable	Beta	Std. Error	T	Sig.
(Constant)	2.282	0.582	3.925	0.000
Job Satisfaction	0.194	0.137	1.420	0.165

Based on the regression analysis results in Table 1, it is revealed that organizational culture has a weak positive correlation with job satisfaction since the Regression Analysis had a significance level of 0.165. Thus, proving that organizational culture influences job satisfaction. The results of this study are in support the findings of Jigjiddorj et al. (2021) found that the organizational culture positively impacted the job satisfaction of insurance company employees. Their results state that there was a strong and significant correlation between organizational culture and job satisfaction and that through the organizational culture present in a company, it is possible to increase employees' job satisfaction.

Conclusion

Relevant to the completion of this study, the following conclusions were formed: Three organizational cultures are present among selected insurance companies, but the market culture was found to be the most dominant culture type. Insurance agents were delighted with the nature of their work, promotion opportunities, operating conditions, and communication in their companies. Moreover, they found their pay, fringe benefits, contingent rewards, supervision of their superiors, and the company of their coworkers adequate. The statistical analysis of this study rejects the null hypothesis that organizational culture does not influence job satisfaction.

Moreover, it highly suggested that employees within these organizations engage in their work proactively. The researchers recommend that they set attainable goals and strive to achieve them. This includes recognizing and seizing career advancement chances and actively participating in activities that contribute to their professional growth.

Furthermore, employees should prioritize keeping open and effective communication channels with their colleagues and superiors. Employees can successfully resolve concerns, share ideas, and collaborate on projects in a positive and transparent work atmosphere, increasing teamwork and overall job satisfaction.

Another essential aspect for employees to consider is making full use of their company's fair pay, fringe benefits, and contingent rewards. Employees can improve their overall job happiness and feel valued for their efforts by recognizing and taking advantage of these opportunities.

Furthermore, it is also recommended that employees take advantage of chances for ongoing professional growth within the insurance industry. This can include participating in appropriate training programs, obtaining different certificates or qualifications, and remaining current on industry trends and best practices. Employees can broaden their skill sets, improve their expertise, and raise their chances of advancement within the company by actively investing in their personal growth and development.

Employees who implement these suggestions have the potential to significantly enhance their overall job satisfaction and make meaningful contributions to the company. Employees must realize the importance of their efforts in molding their work experience and actively seek opportunities for growth and development that match their career goals. This proactive approach can help insurance companies in the Philippines have a thriving and positive workforce.

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