

THE EFFECT OF JOB SATISFACTION ON THE RELATIONSHIP BETWEEN
ORGANIZATIONAL CULTURE AND ORGANIZATIONAL PERFORMANCE

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DEDICATION

I dedicate my thesis to my family for their support and prayers, despite the difficult circumstances they faced, which gave me the fortitude to overcome the hurdles, entrenched throughout my academic challenges. This thesis is dedicated to my parents' patience, support, and prayers for my achievement. I also dedicate this thesis to my supervisor and friends, who helped me, develop the concepts for this research.



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ABSTRACT

Organizational performance is a key concern in every sector, particularly in the banking sector of Pakistan, which has been facing employee job satisfaction and performance issues for the past several years. Also, past studies have shown that organizational performance can be affected by several organizational factors, such as organizational culture and employee job satisfaction. But it's still unclear how organizational culture and job satisfaction affect each other and the desired performance of an organization. Therefore, the purpose of this research is to address this gap by empirically analysing the effect of organizational culture and job satisfaction on the performance of organizations in the public banking sector in the provinces of Sindh and Punjab in Pakistan. Furthermore, in this study, job satisfaction is used as a mediating variable in the relationship between organizational culture and organizational performance. In addition, the present study examined the perception of equity theory, expectancy theory and organizational excellence theory in the banking sector in the target population. A self-administered questionnaire was used to collect data from 320 public bank employees in the target population using a quantitative research technique and cross-sectional research design. All these questionnaires were analysed using SmartPLS 3.0. The findings of the present study provide empirical evidence on key issues related to the organizational culture of employees in selected public sector banks. The findings revealed that involvement, consistency, adaptability, mission culture and employee job satisfaction are potential barriers to organizational performance in the respective banks. This study will enable public bank management to develop strategies for organizational culture and employee job satisfaction to improve the performance of public sector banks.

ABSTRAK

Prestasi organisasi merupakan salah satu isu yang menjadi perhatian setiap sektor, terutamanya dalam sektor perbankan di Pakistan, yang menghadapi masalah kepuasan kerja dan isu prestasi pekerja sejak beberapa tahun kebelakangan ini. Selain itu, beberapa kajian lepas menunjukkan bahawa prestasi organisasi dipengaruhi oleh beberapa faktor organisasi seperti budaya organisasi dan kepuasan kerja pekerja. Namun begitu, budaya organisasi dan kepuasan kerja yang mempengaruhi antara satu sama lain dan prestasi yang diinginkan oleh sesebuah organisasi masih lagi tidak jelas. Maka, penyelidikan ini bertujuan untuk mengenalpasti jurang tersebut dengan melakukan analisis secara empirical terhadap kesan budaya organisasi dan kepuasan kerja terhadap prestasi organisasi dalam sektor perbankan awam di wilayah Sindh dan Punjab di Pakistan. Seterusnya, dalam kajian ini, kepuasan kerja berperanan sebagai pembolehubah pengantara dalam hubungan antara budaya organisasi dan prestasi organisasi. Di samping itu, kajian ini juga turut mengkaji persepsi teori ekuiti, teori jangkaan dan teori kecemerlangan organisasi di sektor perbankan dalam populasi sasaran. Soal selidik telah digunakan untuk mengumpul data daripada 320 kakitangan bank awam dalam populasi sasaran menggunakan teknik penyelidikan kuantitatif dan reka bentuk penyelidikan keratan rentas. Kesemua soal selidik telah dianalisis menggunakan SmartPLS 3.0. Hasil kajian menunjukkan bukti empirikal mengenai isu-isu utama yang berkaitan dengan budaya organisasi pekerja di bank sektor awam yang dipilih. Dapatan mengenalpasti bahawa penglibatan, konsistensi, kebolehsuaian, budaya misi dan kepuasan kerja pekerja sebagai halangan yang berpotensi kepada prestasi organisasi dalam bank. Kajian ini dapat membantu pengurusan bank awam membangunkan strategi pekerja untuk meningkatkan prestasi bank sektor awam melalui budaya organisasi dan kepuasan kerja

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LIST OF ABBREVIATIONS

<i>AVE</i>	-	Average Variance Extracted
<i>BOK</i>	-	Bank of Khyber
<i>BOP</i>	-	Bank of Punjab
<i>CR</i>	-	Composite Reliability
<i>ECP</i>	-	European Central Bank
<i>EFA</i>	-	Exploratory Factor Analysis
<i>EM</i>	-	Equity Multiplier
<i>EPS</i>	-	Earnings per Share
<i>FBR</i>	-	Federal Board of Revenue
<i>FWBL</i>	-	First Women Bank Limited
<i>GDP</i>	-	Gross Domestic Product
<i>GST</i>	-	General System Theory
<i>HRM</i>	-	Human Resource Management
<i>HTMT</i>	-	Heterotrait-Monotrait
<i>IDBP</i>	-	Industrial Development Bank of Pakistan
<i>IT</i>	-	Information Technology
<i>JDI</i>	-	Job Descriptive Index
<i>JS</i>	-	Job Satisfaction
<i>JSS</i>	-	Job Satisfaction Survey
<i>MSQ</i>	-	Minnesota Satisfaction Questionnaire
<i>NBP</i>	-	National Bank of Pakistan
<i>NHA</i>	-	National Highway Authority
<i>OP</i>	-	Organizational Performance
<i>PASSCO</i>	-	Pakistan Agriculture Storage and Services Corporation
<i>PBS</i>	-	Pakistan Bureau of Statistics
<i>PEPCO</i>	-	Pakistan Electric Power Company

<i>PIA</i>	-	Pakistan International Airlines
<i>PLS</i>	-	Partial Least Square
<i>PPO</i>	-	Pakistan Post Office
<i>PR</i>	-	Pakistan Railways
<i>PSM, Ltd-</i>	-	Pakistan Steel Mills Corporation Limited
<i>PTCL</i>	-	Pakistan Telecommunication Limited
<i>ROA</i>	-	Return on Assets
<i>ROE</i>	-	Return on Equity
<i>ROI</i>	-	Return on Investment
<i>ROS</i>	-	Return on Sales
<i>SBP</i>	-	State Bank of Pakistan
<i>SGR</i>	-	Sales Growth Rate
<i>SIC</i>	-	Squared Inter-Constructs Correlation
<i>SME</i>	-	Small and medium enterprises
<i>SND</i>	-	Sindh Bank
<i>SPSS</i>	-	Statistical Package for the Social Sciences
<i>USCP</i>	-	Utility Stores Corporation of Pakistan
<i>VIF</i>	-	Variance Inflation Factor
<i>ZTBL</i>	-	Zarai Taraqiati Bank Limited



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CHAPTER 1

INTRODUCTION

1.1 Introduction

The banking sector in Pakistan contributes significantly to the country's economic growth and development. However, a strong banking sector in any country makes it possible to effectively administer resources and financial investments, which helps to enhance the country's financial and economic system (Ahmad, Naveed, Ahmad & Butt, 2020). In addition, instability in the banking sector has a detrimental impact on the growth of the economy (Bayar, Borozan & Gavriletea, 2021). As a result of the emergence of new technologies, the banking sector in Pakistan is becoming very competitive, and banks are exerting a significant amount of effort to enhance their performance and maintain their position in the market (Shair et al., 2021). Although the comparative performance of Pakistan's banking sector has always been an important issue, it is now important to researchers and policy makers.

Organizational culture has received much attention and importance from academics and practitioners. It is thought to be a tool for managing and controlling various organizations, institutions, and employees (Belias & Koustelios, 2014; Linnenluecke & Griffiths, 2010). In the banking sector, organizational culture is defined as a systematic way through which the performance of an organization is monitored and evaluated over a while (Nikpour, 2017; Uz Kurt, Kumar Kimzan & Eminoglu, 2013). Academics have made progress in explaining and extending the idea of performance, and they consider that organizational performance is the main concept of work and organizational behaviour (Shin & Konrad, 2017; Suliman & Kathairi, 2012).

Another important purpose of organizational culture is to increase the performance of banks by minimizing performance barriers such as those related to involvement, consistency, adaptability, mission, as well as job satisfaction (Imran, Ismail, Arshad, Zeb & Zahid, 2021; Madueke & Emerole, 2017; Al-Swidi & Mahmood, 2011). Organizational culture evaluates and enhances performance and supports the organization in achieving defined goals and objectives (Naranjo-Valencia, Jiménez-Jiménez & Sanz-Valle, 2016). Similarly, Umrani, Kura, and Ahmed (2018) argue that organizational culture has been studied to improve banking sector employees' performance and increase bank performance.

Organizational culture, such as involvement, consistency, adaptability, and mission culture, may help banks operate better by keeping their employees motivated and satisfied (Mousavi, Hosseni & Hassanpour, 2015). Employees are seen as a valuable resource in both public and private sector banks, as they play an essential and significant role in the performance of the banks (Chomal, & Baruah, 2014; Devi & Suneja, 2013). According to George and Zakkariya (2015), Job satisfaction is an important factor in the better performance of banks.

Due to globalization, better technology, and high competition, banks must continually develop new and more effective methods to remain competitive. Job satisfaction significantly influences bank performance (Rahayu, Rasid & Tannady, 2018). If job satisfaction in the banking sector is high. Therefore, it contributes to the well-being of employees and the bank's performance. Likewise, low job satisfaction may be detrimental to both banks and their employees (George & Zakkariya, 2015). The literature indicates that job satisfaction is associated with employees' work expectations, as measured by comparing actual versus intended outcomes. If the actual outcome is less than the desired outcome, employees may negatively react to the job, resulting in job dissatisfaction (Dugguh & Dennis, 2014). According to Belias, Koustelios, Sdrolas, and Aspridis (2015), banks can face serious consequences when employees experience high levels of job dissatisfaction. According to Yadav and Dabhade (2014), employee job satisfaction influences the performance of banks.

Low job satisfaction among employees in the banking sector of Pakistan can not only have a detrimental effect on the employee but also have a major impact on the bank's performance. Pakistan's public banking sector employees are less motivated

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organizational culture and TQM/Six Sigma practices. *International journal of production economics*, 123(1), 86-106.



APPENDIX B

List of Publications

1. **Imran**, M., Ismail, F., Arshad, I., Zeb, F., & Zahid, H. (2021). The mediating role of innovation in the relationship between organizational culture and organizational performance in Pakistan's banking sector. *Journal of Public Affairs*, e2717.
2. Ismail, F., **Imran**, M., & Al Hosni, A. A. H. H. (2021). The Influence of Job Satisfaction and Organizational Culture on Organizational Performance: Empirical Evidence from Pakistan's Banking Sector. *Webology (ISSN: 1735-188X)*, 18(3).
3. **Imran**, M., & Ismail, F. (2021). The Dimensions of Organizational Culture Influence on Organizational Performance in Pakistan's Public Banking Sector. *Proceedings of the 11th Annual International Conference on Industrial Engineering and Operations Management Singapore, March 7-11, 2021*.
4. **Imran**, M., Ismail, F., Hussain, K., & Zeb, F. (2021) Job Satisfaction and Organizational Performance: Empirical Evidence from Pakistan's banking sector. *Proceedings of the International Conference on Industrial Engineering and Operations Management Sao Paulo, Brazil, April 5 - 8, 2021*.
5. **Imran**, M., Ismail, F. B., Hussain, K., Singh, P. K., & Ansari, A. A. (2021). Achieving sustainable organizational performance through employee job satisfaction and organizational culture. *Psychology and Education Journal*, 58(1), 3089-3108.
6. **Imran**, M., Arshad, I., & Ismail, F. (2021). Green Organizational Culture and Organizational Performance: The Mediating Role of Green Innovation and Environmental Performance. *Jurnal Pendidikan IPA Indonesia*, 10(4), 515-530.
7. **Imran**, M., & Ismail, F. B. (2018). Organizational Culture Influence on Job Satisfaction in the Pakistan Centext. *International Journal of Academic Management Science Research (IJAMSR)*, 2(12).

VITA



Muhammad Imran received a Bachelor of Business Administration (BBA-Hons) in Human Resource Management in 2013 from Riphah International University, Islamabad, Pakistan. In 2016, he received a Master of Business Administration (MBA) in Human Resource Management from the Federal Urdu University of Arts, Sciences, and Technology (FUUAST), Islamabad, Pakistan. He is now pursuing a PhD in organizational culture, job satisfaction, and organizational performance at Universiti Tun Hussein Onn Malaysia (UTHM), Faculty of Technology Management and Business. His broad research interests include human resource management, problems in Pakistan's banking industry, particularly the performance of public sector banks, employee job satisfaction, and quantitative analysis.