

EFFECT OF ORGANIZATIONAL CULTURE ON EMPLOYEES' JOB SATISFACTION IN SELECTED PRIVATE HOSPITAL IN NORTH CENTRAL NIGERIA

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Abstract

The continuous movement of employees from one hospital to the other locally and abroad has remained worrisome for these hospitals in that it points towards an increasing level of employees' job dissatisfaction and hence this study which examined the effect of organizational culture proxied by clan and market culture on employees' job satisfaction. The study adopted a survey design wherein copies of questionnaire were distributed to a sample of 384 employees of registered secondary hospitals in North Central, Nigeria. Data was analyzed using the multiple regression analysis and the study found an insignificant positive effect of clan culture on employees' job satisfaction while market culture had an insignificant negative effect on job satisfaction. On the basis of this findings, the study recommended that management of private hospitals should strengthen their culture such that it creates cohesion, trust and relationship building among employees. This will in turn, encourage learning and knowledge transfers thereby simplifying employees' tasks especially where they need assistance from colleagues. Also, it was recommended that management of private hospitals should develop measurable goals which should be achieved by employees and these goals should have assigned reward their accomplishment that employees stand to benefit once the goals are accomplished. This will disabuse the minds of the employees that they are only used to serve the interest of their employers and encourage better cohesion among the employees.

Keywords: Clan Culture, Employee, Job Satisfaction, Market Culture, Organizational Culture.

INTRODUCTION

Globally, employees' job satisfaction has remained of great importance to organizations in that it allows firms benefit positive from the result of high employees' job satisfaction. Employees who are satisfied with their jobs tends to give in their best in the discharge of their responsibilities. These efforts by employees' when collectively put together, determines to a very large extent firms' performance. Hence, organizations should be aware that employees, particularly those with low job satisfaction, may tend to avoid work, and that they frequently make efforts to leave their job and begin working for other organizations. In Nigeria, and especially in the hospital sub-sector, the need to ensure high level of job satisfaction has never been an issue of least importance giving the nature of the services rendered which deals with human lives. Maintaining employees that are highly satisfied with jobs is very key towards the success or failure of private hospitals, and hence the manner in which employees are managed in addition to the internal activities of these hospitals are imperative towards achieving the desired level of employees' job satisfaction.

Every organization has its unique culture, which develops over time to reflect the organization's identity in two dimensions: visible and invisible (Wiseman, et al., 2017). The visible dimension of culture is reflected in the espoused values, philosophy and mission of the firm while the invisible dimension lies in the unspoken set of values that guide employees' actions and perceptions in the organization (Hartnell, et al., 2017). Culture also includes the organization's vision, values, systems, symbols, language, assumptions, and habits (Needle, 2004). Organizational culture therefore affects the way people or groups interacts with each other, with stakeholders and may influence how much employees identify with their organization. Cameron and Quinn (2006) according to their model, classified organizational culture into four different cultures as clan culture, market culture, hierarchy culture and adhocracy culture. However, for the purpose of this study, we are concentrating on clan and market culture.

Clan culture focuses on how to take care of the employees, and to ensure that they have what they need to be satisfied and productive. The main focus of clan culture is to meet the needs of employees to achieve high performance through employee involvement creates a sense of responsibility, and increases their

commitment to the organization (Daft, 2015). Market culture focuses on a result-oriented business environment. Leaders within the organization are competitive, tough and demanding. The emphasis on winning keeps the organization together and long-term expectations, aggressiveness, making competitive moves, achieving goals and objectives are the elements of this culture (Bogdanowicz, 2014).

The increasing level of employees of private hospitals quitting their jobs for other organizations both locally and overseas signals a high level of job dissatisfaction. This is despite the efforts the hospital management in providing flexible working arrangements and increasing the welfare of these workers. This has led to these hospitals losing many of their best hands to local and foreign competitors and hence reducing their expertise which has resulted in patients preferring to seek medical attention outside the country. This situation, if not looked into critically, could lead to a collapse of the health sector since hospitals do not manage themselves, people do. Hence this study which studied the effect of organizational culture proxied by clan and market culture on employees' job satisfaction of selected private hospitals in North Central, Nigeria.

The following hypotheses were tested in the study:

H₀₁: There is no significant effect of clan culture on employee job satisfaction in of the selected private hospitals in North central, Nigeria.

H₀₂: There is no significant effect of market culture on employee job satisfaction in of the selected private hospitals in North central, Nigeria.

LITERATURE REVIEW

Concept of Organizational Culture

Organizational culture is the pattern of values, norms, beliefs, attitudes and assumptions that may not have been articulated in words but shape the ways in which people behave and things get done in the organization (Mesfin, et al., 2020). It is the pattern of shared basic assumptions invented, discovered or developed by a given group as it learns to cope with its problems of external adaptation and internal integration that has worked well enough to be considered as valid and therefore to be taught to new members as the correct way to perceive, think and feel in relationship to those problems (Soryani & Raras, 2018). Many factors affect the intensity of organizational cultures, such as the organization's type, structure, and the top management's approach (Habib, et al., 2014). Therefore, the type of culture existing in an organization is vital, because it has a powerful effect on success requirements, including quality, effectiveness, efficiency, product reliability, job satisfaction, customer service, innovation and turn over.

Shah et al. (2011) defined organizational culture as an organization specific system of widely shared values and assumptions that give rise to typical behavior patterns. Informal ways for e.g., Mission statements and informal ways for e.g., Modes of speech these methods of thought and behavior patterns are transmitted to organizational candidates. Organizational culture is described as the shared values, beliefs, or perceptions held by or expected from the employees within an organization or organizational unit (Bogdanowicz, 2014).

Concept of Clan Culture

According to Tseng (2011), the clan culture is a warm and friendly workplace where leaders act as mentors or parent figures to foster high cohesion and morale, and people can share with each other like an extended family. This kind of culture is highly featured in Japanese organizations. The clan culture is flexible, focuses on its internal environment, values teamwork, loyalty, commitment and participation between employees, encourages high employee involvement, and is concerned with the well-being and development of their employees, and views customers and suppliers as partners (Cameron & Quinn, 2006; Ferreira & Hill, 2016). Thus, it can be concluded that this kind of culture works well for knowledge sharing and the dissemination process. Soryani and Raras (2018) affirm that clan culture is rooted in collaboration. Members share commonalities and see themselves are part of one big family who are active and involved. Leadership takes the form of mentorship, and the organization is bound by commitments and traditions. The main values are rooted in teamwork, communication and consensus.

Concept of Market Culture

According to Afiah (2018) the term market is not similar to the marketing function or with consumers in the market place. Rather, it refers to organization that functions as market oriented towards external environment rather than internal affairs. It focused on transactions with suppliers, customers, contractors, regulators and others. The market operates through monetary exchange where the focus is to conduct transactions with other constituencies to create competitive advantage. Profitability, strength in market niches among others are the primary objectives of the organization. The core values for such market-type organizations are competitiveness and productivity (Anindita & Tripathy, 2020). Wiseman et al. (2017) opined that this type of culture is built upon the dynamics of competition and achieving concrete results. The focus is goal-oriented, with leaders who are tough and demanding. The organization is united by a common goal to succeed and beat all rivals. The main value drivers are market share and profitability.

Concept of Employee Job Satisfaction

Employee job satisfaction is an internal state which expresses the emotional and/or cognitive evaluation of an experienced job as a degree of satisfaction or dissatisfaction (Sahyoni, 2020). Tepeci (2017) opines that employee job satisfaction is a function of the perceived relationship between what an employee expects from his/her job and what he/she thinks the job offers him/her. In this context; job dissatisfaction occurs when an employee perceives that his/her job and work environment expectations are not met sufficiently (Tepeci, 2017). Job dissatisfaction causes a negative effect on the employee's workforce productivity, a decrease in work engagement, an increase in labor turnover and negatively affects the success of the business (Shurbagi & Zahari, 2018).

Employee job satisfaction is defined as the sum total of individual's stance towards various job-related factors including work itself, supervisors, colleagues, working conditions, compensation and reward and recognition (Huang & Wu, 2014). Employee Job satisfaction is defined as the sum total of worker's stance towards various job-related factors including work itself, supervisors, colleagues, working conditions, compensation and reward and recognition (Al-Abdullat & Dababneh, 2018). In general, job satisfaction encapsulates an employee's felling about his/ her job. Research, however, has revealed that job satisfaction is a multidimensional phenomenon, influenced by several internal and external factors, like the individual's values, principles, personality and expectations and the job's nature, the opportunities provided etc. (Sahyoni & Supartha, 2020).

Clan Culture and Job Satisfaction

Maartje and Pattiruhu (2020) examined the effect of clan culture on satisfaction and employee performance. The study investigated empirical methods the effect of motivation, leadership, and organizational culture on job satisfaction, and employee performance at Wahana Resources Ltd North Seram District, Central Maluku Regency, and Indonesia. The examination of the study intends to be a critical review for academics researching the field of human resources management (HRM). The sample size used for the study consisted of 155 employees who were selected using the proportionate Stratified Random Sampling method. At the same time, data were collected using a questionnaire and then analyzed using the Structural Equation Modeling on Amos. The study found that clan culture had a positive and significant effect on performance, but did not significantly influence employee job satisfaction. The study used only clan culture and ignored other organization culture types which if used could have changed the dimension of the findings.

Xie, et al. (2020) examined the effect of clan culture on employee job satisfaction in an aged care agency in Anhui Province. The study explores the impact mechanism of transformational leadership and clan culture on the willingness of the nursing staff to stay in the aged care industry. The study adopted a survey research design. The population of the study comprised of staff in an aged care agency in Anhui Province. The sample size used for the study was 217 nursing staff of an aged care agency in Anhui Province. Questionnaire was utilized as the instrument for data collection. The data gathered for study was analyzed using descriptive statistics and structural equation model of partial least squares regression to evaluate the rationality of the

measurement model and the structural model. The study found that clan culture has positive and significant effect on employee job satisfaction in an aged care agency in Anhui Province. That is clan culture also affects the willingness to stay by affecting their organizational commitment and job satisfaction. The study lacks geographical coverage because it has considered only age care agency in Anhu province, this therefore limited the generalization of the findings of the study.

Market Culture and Job Satisfaction

Mesfin et al. (2020) examined the market culture and its relationship with job satisfaction in primary hospitals of Jimma zone and Jimma town. The aim of the study was to examine the dominant existing organizational culture typology in the primary hospitals. Facility based cross-sectional quantitative study was conducted in primary hospitals of Jimma zone. The study was conducted in all four primary hospitals found in Jimma zone and town administration named as Shenen Gibe, Seka, Agaro and Limu Genet. The study adopted a survey research design. There were total of 731 health workers who are eligible for the study working in the four hospitals. The study sample size was determined by using single population proportion formula which resulted with final sample size of 383 and the study participants were selected using simple random sampling technique after proportional allocation to each hospital. The study instrument had three parts. Part one assessed Socio-demographic characteristics of the respondents. Part two of the instrument measured health workers perception of organizational culture using organizational culture assessment instrument (OCAI) adapted from Cameroon and Quinn which is measures organizational culture using four dimensions named as Adhocracy, Market, and Hierarchy. Self-administered structured questionnaires were used for data collection. The data gathered for the study was analyzed using descriptive and regression analysis. The study found that the employees of the respective primary hospitals would prefer to work in environment characterized by market culture and their level of satisfaction level is moderate so that the managers would undertake major cultural transformation and must work to improve the job satisfaction level of health workers within their respective hospitals. The study focused on primary hospitals of Jimma zone and town only, as such the findings of the study cannot be generalized.

Čuček and MlakerKač (2020) examined the market culture in logistics sector and its relation to employee satisfaction. The aim of the study is to analyze organizational culture and the impact of different types of organizational cultures on employee satisfaction in the Slovenian logistics sector. A survey was conducted among the employees of the logistics sector in Slovenia. In total, the survey contacted more than 1300 employees in the field of general logistics. The study used questionnaire in order to generate required data for the study. The total number of 114 respondents from different companies in the Slovenian logistics sector participated in the survey. Data were statistically processed by using descriptive and regression analysis through use of the SPSS statistical software. The study showed that market culture and hierarchy culture in Slovenian logistics sector has an impact on employee satisfaction. Considering the total population of 1300 of employees used in the study, the sample size of 114 determined was too small. The study should have used scientific method to determine more sample size that would have serve as true representation of the population.

Cameron and Quinn Competing Values Cultural Model

This theory was developed by Cameron and Quinn (2006). It identifies four different types of organizational culture which help organizations to determine employee job satisfaction. These organization culture types include hierarchy, clan, adhocracy, and market culture as explained below: Clan involves internal maintenance; flexibility, concern for people, sensitive to customers; management of environment through team work, Participation and consensus; Friendly and supportive work environment. Adhocracy: has to do with external positioning rather than seeking stability and control; high degree of flexibility and individuality where creativity and risk taking are key values; dynamic, creative and entrepreneurial work environments. Hierarchy has to do with internal maintenance; need for stability and control; management of environment through consistency, cooperation and conformity emphasis place on probability and efficiency; formalized

and structured work environment. Market has to do with concern for stability and control but focused more on external positioning rather than internal issue; hard-driving and competitive work environment (Cameron & Quinn, 2006).

Although the CVF is labelled competing because the criteria within the model seem conflicting opposites at first, the originators of the framework recognize that the criteria are neither mutually exclusive nor necessarily orthogonal (AutTheresa, et al., 2012). In fact, they acknowledge that it is possible and desirable for organizations to take all four perspectives simultaneously. The CVF was developed initially from research conducted on the significant indicators of effective organizations. CVF is based on two dimensions of effectiveness Cameron & Quinn, (2006). While Yu and Wu (2009) indicated that the control-flexibility dimension reflects the extent to which an organization focuses on stability and change, whereas the internal-external dimension demonstrates the organizations focus on the internal organization and the external environment. Cameron and Quinn (2006) explained that these two dimensions form four quadrants, each representing a distinct set of organizational effectiveness indicators and form four types of culture.

The first quadrant (external focus and differentiation-flexibility and discretion) is labeled Adhocracy (Create) Culture and assumes that adaptation and innovativeness lead to new resources and profitability, so stress is laid on creating a picture of the future, organized anarchy and disciplined creativity (Cameron & Quinn, 2006). The second quadrant (internal focus and integration-flexibility and discretion) is labelled Clan (Collaborate) Culture and seems more like an extended family than an economic entity. The typical characteristics of clan-type firms are teamwork, employee involvement programs, and corporate commitment to employees, long-term benefit of individual development and high cohesion and morale. As assessed in the OCAI, it is typified by a friendly place to work where people share a lot of themselves. Leaders are considered as mentors and perhaps even as parent figures. The organization is kept together by loyalty and tradition. The third quadrant (internal focus and integration-stability and control) is labelled Hierarchy (Control) Culture and is characterized by a formalized and structured place and procedures to govern what employees do and how to make the organization stable, predictable and efficient in the long term. Effective leaders are good coordinators and organizers. Maintaining a smooth-running organization is essential. The fourth quadrant (external focus and differentiation-stability and control) is labelled Market (Compete) Culture and is oriented toward market transactions with other constituencies to create a competitive advantage (Fanxing, et al., 2016). As assessed in the OCAI, is it a results-oriented workplace. Leaders are hard-driving producers and competitors. They are harsh and demanding. The glue that ties the organization together is an accent on winning. This study adopted the Cameron and Quinn competing values culture model. The justification for adopting this model is based on the fact that the model captures the variables used in this study.

METHODOLOGY

This study adopted the survey design while employing the use of structured five-point Likert scale questionnaire to obtain data from a sample of 384 employees of registered private secondary hospitals in North Central. This study adopted questionnaire items from the work of Übüs and Alas (2009); Aldhuwaihi (2013) and Lund (2013). The sample size was derived using the Cochran sample size determination formula since the researcher had no access to the total number of all employees of the selected hospitals. The hospitals were chosen on the condition that they are secondary hospitals and are duly registered. Data were analyzed using the multiple regression analysis. The model is specified below:

$$EJS = \beta_0 + \beta_1CLC + \beta_2MKC + e$$

Where: EFS = Employee Job Satisfaction, CLC = Clan Culture, MKC = Market Culture, β_0 = Intercept β_1 β_2 = Coefficient of Independent Variable, e = error term

RESULTS AND DISCUSSIONS

A total of 422 copies of questionnaire were distributed to the respondents which is inclusive of additional 10% provision for attrition out of which 396 were returned and valid after screening. Subsequent analyses were conducted using 396 representing 94% response rate.

Table 1: Correlations

		CLC	MKC	EJS
CLC	Pearson Correlation	1	.213**	.455**
	Sig. (2-tailed)		.000	.001
	N	396	396	396
MKC	Pearson Correlation	.213**	1	.352**
	Sig. (2-tailed)	.000		.000
	N	396	396	396
EJS	Pearson Correlation	.455**	.352**	1
	Sig. (2-tailed)	.001	.000	
	N	396	396	396

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

Source: SPSS Output, 2023

The table above shows the correlation result of the variables under study. The result revealed a positive relationship between clan culture, market culture and employee job satisfaction. Clan culture has a positive relationship with market culture which stood at 0.213 and significant at 5% level of significance. This however falls below the 0.80 maximum benchmark for multicollinearity measurement and hence signifies the absence of multicollinearity among the independent variables (Berry & Feldman, 1985).

Table 2: Model Summary^b

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate	Durbin-Watson
1	.263 ^a	.513	.511	1.243	1.933

a. Predictors: (Constant), MKC, CLC

b. Dependent Variable: EJS

Table 3: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	167.344	2	.934	13.605	.000 ^b
	Residual	158.863	393	1.544		
	Total	326.207	395			

a. Dependent Variable: EJS

b. Predictors: (Constant), MKC, CLC

Table 4: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.829	.590		4.792	.000		
	CLC	.054	.121	.031	.211	.320	.993	1.007
	MKC	-.070	.073	-.067	-.445	.656	.993	1.007

a. Dependent Variable: EJS

Source: SPSS Output, 2023

The result, as shown in the table 2 revealed an R-square value of 0.513 which implies that 51.3% of the variation in Employees' job satisfaction (EJS) could be explained by the combination of clan culture and market culture. The remaining 48.7% variation could be explained by other factors not included in this study. The f-statistics stood at 13.605 and also the probability of the f-statistics was found to be significant at 5% level of significance ($p < 0.05$) which therefore, indicates that the model is fit to measure the association between the variables under study.

The regression result indicates that clan culture has no significant effect on employees' job satisfaction which implies that the leaders have done little to encourage cohesion and morale where employees could identify with others as not only colleagues but family and hence has insignificant effect on job satisfaction. The probability of t-statistics stood at 0.320 which is greater than 0.05 level of significance and as such the study accepts the null hypothesis which states that clan culture has no significant effect on employees' job satisfaction of selected private hospitals in North Central, Nigeria. This finding disagrees with that of Maartje and Pattiruhu (2020) and Xie et al. (2020) who found significant effect of clan culture on employees' performance.

The regression result indicates that market culture has insignificant effect on employees' job satisfaction. This suggests that too much emphasis on aggressive and demanding work which is profitability oriented may have caused the hospitals to ignore the needs of the employees performing such work and hence led to dissatisfaction among the employees who are left to work under pressurized conditions. The probability of t-statistics stood at 0.656 which is greater than 0.05 level of significance and as such the study accepts the null hypothesis which states that market culture has no significant effect on employees' job satisfaction of selected private hospitals in North Central, Nigeria. This finding disagrees with that of Mesfin et al. (2020) and Čuček and MlakerKač (2020) who both found positive and significant effect of market culture on performance.

CONCLUSION AND RECOMMENDATIONS

Based on the results and findings, the study concludes that clan and market culture practiced by the hospitals have not yielded the desired level of satisfaction in employees' job and this was attributed to the inability of the hospital leaders to provide employees with a culture that encourages them to performance better while recognizing and addressing their peculiar needs. Based on the foregoing, the study recommends thus:

- i. Management of private hospitals should strengthen their culture such that it creates cohesion, trust and relationship building among employees. This will in turn, encourage learning and knowledge transfers thereby simplifying employees' tasks especially where they need assistance from colleagues.
- ii. Management of private hospitals should develop measurable goals which should be achieved by employees and these goals should have assigned reward their accomplishment that employees stand to benefit once the goals are accomplished. This will disabuse the minds of the employees that they are only used to serve the interest of their employers and encourage better cohesion among the employees.

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Research Questionnaire.

SN	Items	SA	A	UD	D	SD
	Clan Culture					
CLC 1	Our organization is a very personal place where employees work like an extended family					
CLC 2	Agreement is easily achieved even concerning hard problems in our organization					
CLC 3	Our organization is a friendly workplace where leaders act as mentors					
CLC 4	Our organization encourages high employee involvement, I am part of the decision making in my organization.					
CLC 5	In our organization everyone put in maximum effort to achieve common goal					
	Market Culture					
MKC 1	Our organization is a very result oriented place where the major concern is to get the job done					
MKC 2	Our organization constantly improve methods of work to gain advantages over rivals					
MKC 3	during conflict in our organization everybody tries to solve it quickly to gain profit					
MKC 4	In our organization customers' interests are never ignored in decision making					
MKC5	Our organization always focus on regulators interests in decision making					
	Employee Job Satisfaction					
EJS1	I feel I am being paid a fair amount for the work I do in our organization.					
EJS 2	I am satisfied with the promotional opportunities in our organization					
EJS 3	I am satisfied with my work in our organization, I like the job.					
EJS 4	I am satisfied with my co-workers in our organization.					
EJS 5	I am satisfied with the superior in our organization.					