On the Relationship between Criterion for Organizational Culture and Job Satisfaction of Tehran Railway
A Hosted Pattern

Ahmad Abbasi Fard,
Department of English, Islamic Azad University, Naragh Branch, Naragh, Iran,

Seyyedeh Maede Hoseini,
Department Management, Islamic Azad University, Naragh Branch, Naragh, Iran
Corresponding Author: mad.hoseinzoro@gmail.com

Fatemeh Taghavi Rokn Abad
Department Management, Islamic Azad University, Naragh Branch, Naragh, Iran

Abstract
The role of railway in the transportation and the role the human resource can play in it have a great importance as it requires appropriate professionalism; in such a context, the investigation of the organizational culture according to Hofstede framework and its relation with job satisfaction seem necessary. In this study, the Kolmogroff-Smirnogh test was used for the normal distribution and Spearman correlation coefficient for the presence or lack of any relation between the variables. Also, t-test was used for comparing means of the variables. From among the population a sample of 110 staffs from Tehran railway station were selected for the study. The results revealed meaningful relations between organizational culture and job satisfaction; there was not any significant relationship between power distance and job satisfaction; moreover, the staffs who had features like patriarchy, plurality, and ambiguity-tolerance according to Hofstede delineated more job satisfaction.

Key words: organizational culture, Hofstede framework, job satisfaction, railway staffs

Introduction
The leaders of organizations, to their goals, face some macro resources; equipment and production tools, money and work force in the environment; mangers use different techniques to use these resources. For example in order to maintain the equipment and machineries they use maintenance personnel and spend abundant money each year in this department. Furthermore, they want the most updated technology. Despite all these attempts they make for the improvement of the production they do not care much about maintaining human resources as the most basic and fundamental source (Mehdad, 1380). As Suasenberg (1993) asserts when the staffs are satisfied their productivity soars. That is, personnel would have productivity if there is a proper relation between the expectation and the skills and capacities of the staffs and in stressful working situations, the system can have a supporting, credential and value based role both in workplace and society. Job satisfaction is a very important factor in efficiency and job success. On the other hand, job satisfaction leads to personal satisfaction. When the staffs do not have job satisfaction would find different excuses to be absent or try to find another organization; in contrast, when the staffs are satisfied, they get more disciplined and present at work. Importance of human resource is so much serious that if other resources are inadequate or minimum, that society can, through faith and will, in a short time, provide the facilities for development and welfare and accelerate the societies that already had those non-human resources. The managers should find some ways to get that source actively engaged in efficiency. Geert Hofstede studied cultural differences comprehensively; this researcher studied 116 thousand staffs in 40 countries. All these staffs worked in multi-national countries; he could find solution through information gathering regarding the policies and procedures in different companies. What were his findings? He found that national culture has a great impact on the values and attitudes of the staffs; in fact it was more effective than gender, age, profession, specialty or organizational position showing the differences in workplace. More importantly, he found that mangers and staffs form four aspects of culture, namely, individualism Vs. collectivism, power distance, partial certainty, patriarchy Vs. matriarchy, and quantity Vs. quality of life are different. Nowadays, the role of railway transportation is obviously important.
as the country is in developing stage and reconstruction, political and economic development is quickly progressing. In this regard, the role of railway staffs is bolder as they have heavy and dangerous tasks to fulfill. As the experts in management sciences believe, organizational culture is as a comprehensive factor in the organization which consists of beliefs, attitudes, norms and values affecting all the work-related factors in the environment; that is factors such as patriarchy Vs. Matriarchy, power distance, individualism Vs. collectivism, and uncertainty are highly affected. This research is an attempt to find the relations between organizational culture and job satisfaction according to Hofstede framework.

Research hypotheses

The main hypotheses. There is a meaningful relationship between the criterion of representative organizational culture and job satisfaction according to Hofstede’s framework.

- H1: The staffs that had patriarchic features reported better job satisfaction than that of their matriarchic peers.
- H2: The staffs that had collective features reported better job satisfaction than that of their individual peers.
- H3: The staffs that had ambiguity tolerance features reported better job satisfaction than that of their risk-taking peers.
- H4: There was a meaningful relationship between power distance and job satisfaction of the staffs.

Theoretical background of the research

Organizational culture

Culture consists of a set of values, beliefs, perceptions and inferences and ways of thinking which the members of an organization share; that is what is known as a phenomenon taught to new members; this is an unwritten part of an organization (Richard al Deft, 1385).

- Power distance. Power distance shows the degree of accepting one’s beliefs which gives the right to the members of an organization to have a position (Morhed and Griffin, 1386). This part talks about a method in which people react against inequality related to mental capacities and social situations as well as their wealth.
- Individualism/collectivism. Individualism is a mental state in which the person sees himself as an individual and believes that their interest and values are prioritized. On the other hand, collectivism is a feeling that the interest of group and community is preferred over that of individuals (Morhed and griffins, 1385).
- Uncertainty. Uncertainty shows the degree of acceptance of persons or feelings of uncertainty (Morhed and Griffin, 1385).
- Patriarchy/matriarchy. The degree of patriarchy and matriarchy in the societies depend on the extent to which cultures value features such as decisiveness and materialism, and on the other hand, humans and qualities of life. Patriarchic societies compared with matriarchic ones clearly delineate the roles of men and women (Morhed and Griffins, 1385).
- Job satisfaction. It covers the whole view of a person regarding his job. The one who have high job satisfaction has positive view and the negative one has low job satisfaction (Robins, Parsaian, and Arabi, 1386)
- Railway station staffs. All the staffs who work in Tehran railway station.

Hypotheses tests

1-3. normal test without data distribution

NPar Tests

<table>
<thead>
<tr>
<th>One-Sample Kolmogorov-Smirnov Test</th>
</tr>
</thead>
<tbody>
<tr>
<td>N Normal Parameters</td>
</tr>
<tr>
<td>MF</td>
</tr>
<tr>
<td>MM</td>
</tr>
<tr>
<td>MI</td>
</tr>
<tr>
<td>MC</td>
</tr>
<tr>
<td>MUC</td>
</tr>
<tr>
<td>MCE</td>
</tr>
<tr>
<td>MP1</td>
</tr>
<tr>
<td>MP2</td>
</tr>
</tbody>
</table>

A) Test distribution is Normal.
b) Calculated from data.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>MF</td>
<td>Patriarchy</td>
</tr>
<tr>
<td>MM</td>
<td>Matriarchy</td>
</tr>
<tr>
<td>MI</td>
<td>Individualism</td>
</tr>
<tr>
<td>MC</td>
<td>Collectivism</td>
</tr>
<tr>
<td>MUCE</td>
<td>Risk taking</td>
</tr>
</tbody>
</table>

No-risk taking = MCE  
Power distance = MP1  
Unfair power distance = MP2

2-3 t-tests for investigation of variance equivalents of variables and then comparing means

2-3-1. The first sub hypotheses: The staffs who had features of patriarchy compared with those who had less patriarchic feature had more job satisfaction.

\[
\begin{align*}
H_0 &: \mu_1 = \mu_2 \\
H_1 &: \mu_1 \neq \mu_2 \\
\text{P-value < } \alpha & \quad \text{Ho is rejected}
\end{align*}
\]

Variance of patriarchy and matriarchy  
\(V_1\): patriarchy \quad V_2\): matriarchy

*** One-Way ANOVA for data in \(V_1\) by \(V_2\) ***

Call:
```
 aov(formula = structure(.Data = V1 ~ V2, class = "formula"), data = DS4)
```

Terms:

<table>
<thead>
<tr>
<th>V2 Residuals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sum of Squares</td>
</tr>
<tr>
<td>Deg. of Freedom</td>
</tr>
</tbody>
</table>

Residual standard error: 0.638271
Estimated effects may be unbalanced

<table>
<thead>
<tr>
<th>Df</th>
<th>Sum of Sq</th>
<th>Mean Sq</th>
<th>F Value</th>
<th>Pr(F)</th>
</tr>
</thead>
<tbody>
<tr>
<td>V2</td>
<td>1</td>
<td>2.97134</td>
<td>2.97134</td>
<td>7.293605</td>
</tr>
<tr>
<td>Residuals</td>
<td>102</td>
<td>41.55378</td>
<td>0.407390</td>
<td></td>
</tr>
</tbody>
</table>

H_0: \mu_1 = \mu_2  
H_1: \mu_1 \neq \mu_2  
\text{P-value < } \alpha  
\text{Ho is rejected}

Test for means of satisfaction-patriarchy and matriarchy

Welch Modified Two-Sample t-Test

data: x: V1 with V2 = 1, and y: V1 with V2 = 2

t = -2.6991, df = 96.465, p-value = 0.0082

alternative hypothesis: true difference in means is not equal to 0

95 percent confidence interval:
-0.59059942 -0.09006025

Sample estimates:
mean of x mean of y
2.724442 3.064772
On the Relationship between ...

H₀:μ₁=μ₂
H₁:μ₁≠μ₂

Welch Modified Two-Sample t-Test

data: x: V₁ with V₂ = 1, and y: V₁ with V₂ = 2
t = -2.6991, df = 96.465, p-value = 0.0041
Alternative hypothesis: true difference in means is less than 0
95 percent confidence interval:
NA -0.1309205
Sample estimates:
mean of x mean of y
2.724442 3.064772

H₀:μ₁=μ₂
H₁:μ₁<μ₂

Welch Modified Two-Sample t-Test

data: x: V₁ with V₂ = 1, and y: V₁ with V₂ = 2
t = -2.6991, df = 96.465, p-value = 0.0041
alternative hypothesis: true difference in means is less than 0
95 percent confidence interval:
NA -0.1309205
sample estimates:
mean of x mean of y
2.724442 3.064772

3-2-2. The second hypotheses. Those who prefer collectivism rather than individualism showed more job satisfaction

Variance for individualism and collectivism )V₃:individualism  V₄( collectivism:

*** One-Way ANOVA for data in V₃ by V₄ ***

Call:
aov(formula = structure(.Data = V₃ ~ V₄, class = "formula"), data = DS₄)

Terms:
V₄ Residuals
Sum of Squares 2.86453 43.88321
Deg. of Freedom 1 104

Residual standard error: 0.6495799
Estimated effects may be unbalanced

Df Sum of Sq Mean Sq F Value Pr(>F)
V₄ 1 2.86453 2.864529 6.788723 0.010518
Residuals 104 43.88321 0.421977

806
Welch Modified Two-Sample t-Test

data:  x: V3 with V4 = 1, and y: V3 with V4 = 2
\[ t = -2.2505, \text{df} = 11.661, \text{p-value} = 0.0446 \]
alternative hypothesis: true difference in means is not equal to 0
95 percent confidence interval:
\[ -1.0625392, -0.01548703 \]
sample estimates:
mean of x 2.410319
mean of y 2.94936

Welch Modified Two-Sample t-Test

data:  x: V3 with V4 = 1, and y: V3 with V4 = 2
\[ t = -2.2505, \text{df} = 11.661, \text{p-value} = 0.9777 \]
alternative hypothesis: true difference in means is greater than 0
95 percent confidence interval:
\[ -0.9669672, NA \]
sample estimates:
mean of x 2.410319
mean of y 2.94936

Welch Modified Two-Sample t-Test

data:  x: V3 with V4 = 1, and y: V3 with V4 = 2
\[ t = -2.2505, \text{df} = 11.661, \text{p-value} = 0.0223 \]
alternative hypothesis: true difference in means is less than 0
95 percent confidence interval:
\[ NA, -0.1111138 \]
sample estimates:
mean of x 2.410319
mean of y 2.94936

3.2.3. the third hypotheses. The staffs who showed more uncertainty avoidance had more job satisfaction than those with less uncertainty

Risk taking and no-risk taking variance test

*** One-Way ANOVA for data in V5 by V6 ***

Call:
aov(formula = structure(.Data = V5 ~ V6, class = "formula"), data = DS4)
Terms:
V6 Residuals
On the Relationship between ... www.jsstm-ump.org

<table>
<thead>
<tr>
<th>Sum of Squares</th>
<th>Deg. of Freedom</th>
<th>Residual standard error: 0.631668</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.30803</td>
<td>1</td>
<td>106</td>
</tr>
</tbody>
</table>

Estimated effects may be unbalanced

<table>
<thead>
<tr>
<th>Df</th>
<th>Sum of Sq</th>
<th>Mean Sq</th>
<th>F Value</th>
<th>Pr(F)</th>
</tr>
</thead>
<tbody>
<tr>
<td>V6</td>
<td>6.30803</td>
<td>6.30803</td>
<td>15.8345</td>
<td>0.000126771</td>
</tr>
<tr>
<td>Residuals</td>
<td>42.22739</td>
<td>0.398372</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Data: x: V5 with V6 = 1, and y: V5 with V6 = 2

Welch Modified Two-Sample t-Test

t = -4.7395, df = 10.346, p-value = 0.0007
alternative hypothesis: true difference in means is not equal to 0
95 percent confidence interval:
-1.2836459 -0.4651939
sample estimates:
mean of x mean of y
2.117117 2.991537

H0:μ1=μ2

Welch Modified Two-Sample t-Test

t = -4.7395, df = 10.346, p-value = 0.9996
alternative hypothesis: true difference in means is greater than 0
95 percent confidence interval:
-1.20768 NA
sample estimates:
mean of x mean of y
2.117117 2.991537

H0:μ1=μ2

Welch Modified Two-Sample t-Test

t = -4.7395, df = 10.346, p-value = 0.0004
alternative hypothesis: true difference in means is less than 0
95 percent confidence interval:
NA -0.5411597
sample estimates:
mean of x mean of y
2.117117 2.991537

3.2.4 The fourth hypothesis. There is a meaningful relationship between power distance and job satisfaction
Chi-Square Tests

<table>
<thead>
<tr>
<th></th>
<th>Value</th>
<th>Df</th>
<th>Asymp. Sig. (2-sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>6.264(a)</td>
<td>4</td>
<td>.180</td>
</tr>
<tr>
<td>Likelihood Ratio</td>
<td>6.344</td>
<td>4</td>
<td>.175</td>
</tr>
<tr>
<td>Linear-by-Linear</td>
<td>.320</td>
<td>1</td>
<td>.571</td>
</tr>
<tr>
<td>Association</td>
<td>N of Valid Cases</td>
<td>110</td>
<td></td>
</tr>
</tbody>
</table>

a 2 cells (22.2%) have expected count less than 5. The minimum expected count is 4.58.

3-2.5. main hypotheses testing. There is a meaningful relationship between the criterion of organizational culture and job satisfaction of Tehran railway station staffs according to Hofstede framework.

Chi-Square Tests

<table>
<thead>
<tr>
<th></th>
<th>Value</th>
<th>df</th>
<th>Asymp. Sig. (2-sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>8.971(a)</td>
<td>4</td>
<td>.062</td>
</tr>
<tr>
<td>Likelihood Ratio</td>
<td>10.305</td>
<td>4</td>
<td>.036</td>
</tr>
<tr>
<td>Linear-by-Linear</td>
<td>8.533</td>
<td>1</td>
<td>.003</td>
</tr>
<tr>
<td>Association</td>
<td>N of Valid Cases</td>
<td>110</td>
<td></td>
</tr>
</tbody>
</table>

a 3 cells (33.3%) have expected count less than 5. The minimum expected count is 1.78.

Conclusion

- After analysis of data and the research questions the liker scale questionnaires were scored and the means were calculated; the means of patriarchy was revealed to be $\mu>3$ and that of matriarchy was $\mu<3$; that is the first hypotheses confirmed. Therefore, we can conclude that job satisfaction of the railway staffs who showed more patriarchal features were higher than their matriarchic peers, according to Hofstede framework.
- After analysis of the data for the questions 10-14 between minimum and maximum and the means were calculated; the results showed the means of collectivism and individualism and this hypothesis was confirmed; that is the job satisfaction of the staffs with more collectivistic features is more than that of the individualistic ones, according to Hofstede framework.
- The third hypothesis, questions 15-19 were scored according to liker scale. The means of uncertainty avoidance $\mu>3$ and risk taking $\mu<3$ were calculated respectively; that is the hypothesis was confirmed. This shows that job satisfaction of those who avoid uncertainty is more that those who have high risk taking features, according to Hofstede framework.
- After analysis of the questions 20-25 the minimum and maximum means were calculated for dance power and the hypotheses was rejected. That is there is not meaningful relationship between distance power and job satisfaction.
- As the hypotheses were confirmed through statistical analysis we can conclude that there is a meaningful relationship between the criterion of organizational culture and job satisfaction according to Hofstede framework.

Suggestions

Satisfaction would necessarily lead to more efficiency as satisfaction does not necessarily lead to inefficiency. Therefore, managers should pay enough attention to this issue. It should be noted that such an issue is related to factors such as culture, educational background, sense of dependence to organization's goals, etc. Managers should try their best to employ persons who are more compatible with the culture of the organization. To do so, the culture of the organization should be well identified and in some cases, changed according to the goals set in the organization.

References
