Investigation of relationship between organizational culture and job satisfaction of faculty members of university of Ilam, Iran

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ABSTRACT

This survey was aimed to study the relationship between organizational culture and job satisfaction of faculty members of University of Ilam. In this regard, there were some hypotheses from which one was regarded as the main. The independent variables included organizational identity, suitable reward system, promotion of autonomy and authority, expansion of type-A behaviors, Ambiguity tolerance, Promotion of cooperative ambience and conflict tolerance. Job satisfaction was regarded as the dependent variable of the study. To test the Hypotheses of the study, a questionnaire which its validity was confirmed by Cronbach’s a, was designed. The questionnaires were distributed among the population. About 114 ones were collected, and then analyzed. The Ss were 123 faculty members of University of Ilam. The questionnaire consisted of 45 items. To analyze the data, the Pearson correlation coefficient was used. According to the results, there was a meaningful relationship between organizational culture and job satisfaction of faculty members of University of Ilam. Also, there was a meaningful relationship between the secondary hypotheses, with the exception of autonomy and conflict tolerance.

Key word: organizational culture, culture, job satisfaction, Ilam University

1. Introduction

Higher education and its related institutes are regarded as the main parts of a country, affecting on a country's development in many aspects. These aspects include economic, cultural, political and social ones which play important roles in the scientific supremacy of a country and its fixating. Based on the importance of this issue, faculty members of the universities, as the sophisticated members of the society and a base for the higher education, play the main role in training youths. Paying attention to the factors affecting on their job satisfaction, these members can perform this epistle correctly. It could be said that "Organizational Culture" acts as a social controlling system which affects on the behaviors and attitudes of the firm’ staffs via functional values and beliefs (Chatmanand Flynn. 2001.) Although organizational culture has a long history, it is a new issue which has been known as a part of management knowledge in recent years (1980). Also, it should be mentioned that
organizational culture is a real and powerful phenomenon which could not be easily changed. In general, the new insights have been presented by the combination of two words: “culture” and “organization”. And, it could be said that this compound has a developing nature which leads to create a producing resource. Culture and organization should be mentioned as the important issues; because theorists believe that if an organization is supposed to accept efficient and long-term changes, its culture should be changed. In other words, the successes and the failures of the organizations have rooted from their culture (Iranzaeh. 2000). Knowledgeable employees leave an organization which has no learning culture, continuous promotion and active knowledge. They may totally not join it (Saul, 2004). According to Silverton (2004) some of basic capabilities which should be mentioned for a desired organizational culture are as follows: creating a mutual confidence, creating a peaceful condition, creating a clear policy, increasing honesty and integrity, weakening rumors, respecting the job, freedom of speech, trust, creating joint values, valuing human beings, generating creativity and risk-openness as organizational principles (Bageli, 2002). Organizational culture was studied for the first time in 1980 and it was quickly regarded as one of the main issues in the field of management; particularly in the study of Shine Edgar (Schein, 1985). He believes that organizational culture is a pattern of basic suppositions created and introduced by a special group, and then it was distributed in a way which has been adapted to the external environment and has caused the integrity of the group. Also because of its efficiency through the time, organizational culture would be creditable so that it would form the members’ thoughts, feelings, and emotions (Sayed-Javadin, 2003). Cheung et al. divide culture into three levels:

Level 1 includes: organizational processes and structures.
Level 2 includes: purposes and strategies.
Level 3 includes: thoughts and feelings Cheung, (Sai On et all, 2011.)

Organizational culture consists of hidden and dynamic layers of suppositions, values, manufactures, and behaviors hold by individuals or social groups of an organization (Ogbonnaand Harris, 2006). Organizational culture is mentioned as the reaction of a dominant ideology which people commit it to their memory. They know it as a joint value which needs to be presented, and it causes a different identity to appear in the organization. It also helps the organization to maintain (Dawson et all, 2011). 3- Generally, organizational culture has been accepted as a total and multi-aspect meaning which has formed during the history of a country (MacIntosh and Doherty, 2010).
In modern dynamic and completed environment, an organization needs to use a new knowledge in the shape of practical one in its services (Iranzaeh, 2000). As a main element, organizational culture has been focused in the studies of higher-education institutions (Mozaffari et al., 2004). We can change the interactive pattern existed among the members of an organization by examining the change and creating a suitable and flexible organizational culture (Iranzaeh, 2000). In particular, "organizational culture" is a joint value to judge the changes of an organization. Since organizations have different cultures, people understand organizational changes differently (MacIntosh and Doherty, 2010).

Today, the success of an organization depends on its creativity and innovation. Therefore, the organizations leaders try to provide a framework in which creativities and innovations are accepted as the cultural criterion by people (Martins and Terblanche, 2003). The existence of a weak and non-flexible culture in an organization causes the staffs falling into the habit of its procedures and refusing the new ideas and innovations. Therefore, the importance of organizational culture and the satisfaction of faculty members have encouraged us to examine the relationship between these two variables.

2. Definitions

2.1 Culture

As Edward Sayper believes, culture is referred to "the system of behaviors related to the unconscious mind" (Ruh-oL-Aminy, 1992). It means tenets, customs, arts, feeding habits and those abilities inherited from predecessors (Ashoory, 2001). Based on the above definitions, there is a joint attribute called "beliefs" which has been known as a part of human being's thought. It guides the unconscious mind of a person and, as Edgar Shine mentioned, it is composed of three layers named artifacts, innovations and basic values.

2.2 Organizational culture

Organizational culture refers to a set of joint beliefs and values of an organization which guide its members, and is transferred to the staffs in the shape of stories, ceremonies, symbols and language (Schein, 1985). Rabins believes that culture defines the organizational border, i.e. firstly, it separates the organizations from each other. Secondly, it causes the members of an organization to know their identities. Thirdly, it causes the staffs to decide about issues. Finally, it firms the social system. From the social perspective, culture is regarded as a connector which connects the members of an organization to each other by presenting suitable standards. Therefore, culture is a controller which forms the attitudes and the behaviors of the staffs (Robins, 1997).

Organizational culture has long been regarded as a critical determinant of an organization's effectiveness. Some exceptions have emerged, including influential work by Kotter and Heskett (1992), who found a correlation between indices of "strong" culture (e.g., clearly identifiable, consistent values) and long-term organizational performance. (Mohanty and Rath, 2012)

2.3 Physical perspective related to organizational culture

2.3.1 From the physical perspective, there are four kinds of organizational culture
1- Duty-based culture: Due to this culture, duties have been clearly defined and they are measurable. Duties are simply performed and they coordinate different parts of an organization.

2- Work-based culture: This culture emphasizes on doing work. Due to this culture, people prefer the work and go ahead of their competitors. In this culture, people spend more time and energy to do their works and the organization's staffs are willingly active.
3- Power-based culture: In this culture, some persons act as the leaders and the others are obedient.

4- Support-based culture: In this culture it is tried to satisfy the organization's members. The organizations using this culture emphasize on the mutual relations and the affiliations of the people.

2.4 Job Satisfaction

During their lives, people face desired or undesired issues which cause them to be satisfied or dissatisfied. People's work environment creates different feelings and attitudes from which the main is the feeling of satisfy or dissatisfy (Edward, 1970). Job satisfaction refers to a set of compatible or incompatible feelings by which the staffs assay their works. There is a clear difference between these elements. Job satisfaction has many aspects and could reveal a total attitude (Davis and Newstorm, 1998). By job satisfaction, we mean the total attitude of a person toward his/her job. Somebody who is satisfied from his/her job has also a positive attitude toward his/her job and vice versa (Robins, 1997). Two employees whose jobs are the same may have different levels of job satisfaction. Every body's job satisfaction is related to his/her achieved aims (Poggi, 2010).

Job satisfaction is the degree of happiness which people experience with the totality and various aspects of their work. It is a pleasurable emotional state resulting from the appraisal of one's job or experiences. Satisfaction has to do with an individual's perception and evaluation of his job, and this perception is influenced by the person's unique circumstances like needs, values and expectations, and that people will therefore evaluate their jobs on the basis of factors which they regard as being important to them. (olasupo,M.O,2011)

An organization with a strong culture has common values and codes of conduct for its employees, which should help them accomplish their missions and goals. Work recognition and job satisfaction can be achieved when employees can complete the tasks assigned to them by the organization.(Tsai, 2011)

Chio and his colleague said :Job satisfaction includes many dimensions including job design, supervision, rewards, degree of influence, opportunity for growth, communication, evaluation, and relationships with co-workers.(Chio et al, 2008) Vroom classified job satisfaction into 7 dimensions: organizational, promotion, job content, superior, reward, working environment and working partners.(Tsai,2011).

2.5 Organizational identity

The degree based on which the staffs know the organization as their indicator. Promoting participative system: when the staffs know that their manager supports and encourages them,
they intend to create new things. But, when the manager doesn’t consider the staffs' attitudes, he stamps their personalities.

Rewarding system: The degree based on which the salaries are increased and the positions are promoted. Promoting A-type behaviors: It refers to a person who always prefers to compete. He/she always reaches the main progress during a short time and resists the opposite groups. He/she is usually estimating his/her works. Promoting conflict tolerance: The variety of ideas should be encouraged, although the cooperation and agreement between persons and units do not usually lead to the successful performance (Sayed-Javadin, 2004).

2.6 Review of literature

Sardari (Sardary, 1992). revealed that there was a meaningful relationship between current situations and desired conditions of the examined organizations. The main issue which should be mentioned in this survey was that the dominant aspect is the culture of research organizations, institutions and centers of the country. According to the results of this survey, the dominant aspect of scientific-research centers was job-making culture.

Another research entitled "The relationship between organizational culture and job satisfaction of Tehran physical Education Organization", was done by Hassan Bahrololoom, Ali Mohammad Amirtash, Mohammad Kheibari and Fereydoon Tondwevis in 2001. The results revealed that the controlling organizational culture of this organization was medium and the expertise’s job satisfaction was low. Also, there was a meaningful and positive correlation between organizational culture and job satisfaction ($\alpha=0.001$). According to this survey, organizational culture and job experiences related to the organizational culture were the best models. Job satisfaction was recognized as the existed variable (Bahrol'olum, 2002).

In their survey, Zavyalova and Kucherov examined the correlation between organizational culture, psychological contract and job satisfaction in the context of cooperation between employers and employees in a new social and economical environment. The research showed that organizations with different types of organizational culture differ in the level of job satisfaction of employees. According to their data, market culture mainly created the conditions for the satisfaction of self-affirmation needs; hierarchic culture, for the satisfaction of cooperation and safety needs; clan culture, for the satisfaction of respect needs; adhocratic culture, for the satisfaction of self-actualization needs. (Zavyalova and Kucherov, 2010). In their survey, Macintosh and Doherty examined the affect of organizational culture on the job satisfaction and the intention to leave the job. They concluded that organizational culture forms about %14/3 of job satisfaction and %50/3 of the intention to leave the job variance (Macintosh and Doherty, 2010).

In his survey entitled "clarifying the patterns of organization culture based on Islamic values in work environment and its impact on job satisfaction", Zare'ei Matin concluded as follows: Creating and developing desired organizational culture affects positively on the increase of employees’ job satisfaction. After interviewing some of executive managers of the country, most of them didn’t have enough knowledge about the concept of organizational culture, its importance and role in the behavior and the performance of the organization. One of the most important methods to develop organizational culture and increase job satisfaction of the employees of an organization is to consider the suitable services contrast to the membership and participation of the employees in the organization’s operations, since compensating non-financial services includes many factors of organizational culture. The results of this study,
showing the impact of organizational culture on job satisfaction of the employees, are in agreement with the main hypotheses of the present study (Torabikia, 1998).

3. Research methodology

The used methodology of this research was practical and correlative one. Descriptive statistic method was used in order to examine the case study of this research. Since this research aimed to study the correlation between the mentioned variables and the Locker’s five-choice measure, Pearson’s Coefficient of Correlation was used to analyze the hypotheses. At first, theoretical and document basics were studied in order to gather information and have enough knowledge about the subject; and after clarifying different aspects and dimensions of the issue, additional information was collected by means of questionnaire. Finally, the results were analyzed.

3.1 Tools

A questionnaire was used as the main tool. In order to test the hypotheses, two questionnaires were designed for organizational culture and job satisfaction. Validity and stability of these questionnaires was verified. The questionnaire contained 30 questions related to the organizational culture and 15 questions related to the job satisfaction. These questionnaires were distributed among the population from which 114 was gathered and analyzed. The questionnaire was of the self-executed type, i.e. the researcher has distributed them, and gathered them after being replied by faculty members. In order to define the validity of the questionnaire, a draft was provided and studied by the experts and professors. Then, some modifications were proposed, and the final questionnaire was designed. In order to define the stability of the questionnaire, by use of SPSS Software, the Cronbach’s Alpha Coefficient of the questionnaire was calculated to be 0.875, showing that the stability of the questionnaires was acceptable.

4. Statistical population

The statistical population of this research consisted of 123 faculty members of University of Ilam who were training and searching in 4 colleges and an academy. In this research, all faculty members were included in the statistical population; either they had educational research, or administrative activity. With this in mind that the statistical population was limited and all faculty members of University of Ilam were 123 persons, respondents were provided with the above mentioned questioners. This study was done in 1387-1388. It needed to study organizational culture, the level of job satisfaction of faculty members and the correlation between organizational culture and job satisfaction in order to find out whether there was a positive or negative correlation between these two variables or not. To test our hypotheses, the statistical correlation tests (X2 and P-value) were used.

In this study organizational culture, organizational identity, appropriate rewarding systems, promoting participative system, promoting independence in judgment and making decisions, promoting A-type behaviors, promoting tolerance of ambiguity, and promoting tolerance of conflict were regarded as the independent variables, and job satisfaction of the faculty members was regarded as the dependant variable.
4.1 Findings

After collecting the questionnaires, it was revealed that 108 out of 114 faculty members were male and the remainders were female. The highest age frequency was 31 to 35, and the lowest age frequency was 46 to 55. In this survey, the highest frequency belonged to the faculty members with an M.A degree, and 76 persons were regarded as the trainers. It was about 66.6% of all members. The results of statistical analyses to test hypothesis 1, using Pearson's coefficient of correlation, are presented in the below table:

The results of testing the significance of Pearson's correlation of coefficient for the main hypothesis:

<table>
<thead>
<tr>
<th>Pearson's Coefficient of Correlation</th>
<th>Level of Significance</th>
<th>Level of Error</th>
<th>Dependant variable</th>
<th>Independent variable</th>
<th>Result of the test</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.183</td>
<td>0.052</td>
<td>0.05</td>
<td>Organization culture</td>
<td>Job satisfaction</td>
<td>Rejecting H0</td>
</tr>
</tbody>
</table>

With this in mind that the level of Significance is lower than the level of error, the statistic of the test is placed in the area of H1. Therefore, with 95% reliance, it can be said that there is a positive relationship between organizational culture and job satisfaction (R = 0.033).

4.2 Testing secondary hypothesis

The results of data analyses related to this hypothesis, using Pearson's coefficient of correlation, are presented in the table below. Regarding that the level of significance is lower than the level of error, the statistics of the test is placed in the area of H1, and therefore, with 95% reliance, it can be said that there is a positive correlation between organizational identity and job satisfaction (R = 0.248).

4.3 Testing secondary hypothesis

The results of data analyses related to this hypothesis, using Pearson's coefficient of correlation, are presented in the below table.

<table>
<thead>
<tr>
<th>Pearson's Coefficient of Correlation</th>
<th>Level of Significance</th>
<th>Level of Error</th>
<th>Dependant variable</th>
<th>Independent variable</th>
<th>Result of the test</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.279</td>
<td>0.003</td>
<td>0.05</td>
<td>reward</td>
<td>Job satisfaction</td>
<td>Rejecting H0</td>
</tr>
</tbody>
</table>

Regarding that the level of Significance is lower than the level of error, the statistics of the test is placed in the area of H1, and therefore, with 95% reliance, it can be said that there is a positive correlation between rewards and job satisfaction (R = 0.077).
4.4 Testing secondary hypothesis

The results of data analyses related to this hypothesis, using Pearson's coefficient of correlation, are presented in the below table.

**Table 3**: The results of testing the significance of Pearson's correlation of coefficient for the - Secondary Hypothesis

<table>
<thead>
<tr>
<th>Pearson's Coefficient of Correlation</th>
<th>Level of Significance</th>
<th>Level of Error</th>
<th>Dependant variable</th>
<th>Independent variable</th>
<th>Result of the test</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.179</td>
<td>0.056</td>
<td>0.05</td>
<td>Independence in decision-making</td>
<td>Job satisfaction</td>
<td>Not Rejecting H0</td>
</tr>
</tbody>
</table>

Regarding that the level of significance is higher than the level of error, the statistics of the test is placed in the area of H0, and therefore, with 95% reliance, it can be said that there is no positive correlation between independency and job satisfaction (R = 0.032).

4.5 Testing secondary hypothesis

The results of data analyses related to this hypothesis, using Pearson's coefficient of correlation, are presented in the below table.

**Table 4**: The results of testing the significance of Pearson's correlation of coefficient for the secondary hypothesis 4

<table>
<thead>
<tr>
<th>Pearson's Coefficient of Correlation</th>
<th>Level of Significance</th>
<th>Level of Error</th>
<th>Dependant variable</th>
<th>Independent variable</th>
<th>Result of the test</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.215</td>
<td>0.022</td>
<td>0.05</td>
<td>A-type behaviors</td>
<td>Job satisfaction</td>
<td>Rejecting H0</td>
</tr>
</tbody>
</table>

Regarding that the level of significance is lower than the level of error, the statistics of the test is placed in the area of H1, and therefore, with 95% reliance, it can be said that there is a positive correlation between A-type behaviors and job satisfaction (R = 0.046).

4.6 Testing secondary hypothesis

The results of data analyses related to this hypothesis, using Pearson's coefficient of correlation, are presented in the below table.

**Table 5**: The results of testing the significance of Pearson's correlation of coefficient for the Secondary Hypothesis 5

<table>
<thead>
<tr>
<th>Pearson's Coefficient of Correlation</th>
<th>Level of Significance</th>
<th>Level of Error</th>
<th>Dependant variable</th>
<th>Independent variable</th>
<th>Result of the test</th>
</tr>
</thead>
</table>
Regarding that the level of significance is higher than the level of error, the statistics of the test is placed in the area of H0, and therefore, with 95% reliance, it can be said that there is no positive correlation between tolerance of ambiguity and job satisfaction (R = 0.000004).

4.7 Testing secondary hypothesis

The results of statistical analysis of the data related to this hypothesis, using Pearson's coefficient of correlation, are presented in the table below.

Table 6: The results of testing the significance of Pearson's correlation of coefficient for the Secondary Hypothesis 6

<table>
<thead>
<tr>
<th>Pearson's Coefficient of Correlation</th>
<th>Level of Significance</th>
<th>Level of Error</th>
<th>Dependant variable</th>
<th>Independent variable</th>
<th>Result of the test</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.533</td>
<td>0.000</td>
<td>0.05</td>
<td>Participative system</td>
<td>Job satisfaction</td>
<td>Rejecting H0</td>
</tr>
</tbody>
</table>

With this in mind that the level of significance is lower than the level of error, the statistics of the test are placed in the area of H1, and therefore, with 95% reliance, it can be said that there is a positive correlation between participative system and job satisfaction.

4.8 Testing secondary hypothesis

The results statistical analysis of the data related to this hypothesis, using Pearson's coefficient of correlation, are presented in the table below.

Table 7: The results of testing significance of Pearson's correlation of coefficient for the Secondary Hypothesis 7

<table>
<thead>
<tr>
<th>Pearson's Coefficient of Correlation</th>
<th>Level of Significance</th>
<th>Level of Error</th>
<th>Dependant variable</th>
<th>Independent variable</th>
<th>Result of the test</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.183</td>
<td>0.052</td>
<td>0.05</td>
<td>Tolerance of conflicts</td>
<td>Job satisfaction</td>
<td>Rejecting H0</td>
</tr>
</tbody>
</table>

Regarding that the level of significance is lower than the level of error, the statistics of the test is placed in the area of H1, and therefore, with 95% reliance, it can be said that there is a positive correlation between the tolerance of conflicts and job satisfaction (R = 0.033).

3-4: Analytic Findings of the Research

Table 8: Statistical summary of the indicators of organizational culture, from the view points of the University of Ilam’ faculty members

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Numbers</th>
<th>Mean Value</th>
<th>Standard deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identity</td>
<td>114</td>
<td>3.6199</td>
<td>0.41807</td>
</tr>
</tbody>
</table>
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<table>
<thead>
<tr>
<th>Main indicators</th>
<th>Number</th>
<th>Variation amplitude</th>
<th>Mean</th>
<th>Standard deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational culture</td>
<td>114</td>
<td>1.46</td>
<td>3.1031</td>
<td>0.33837</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>114</td>
<td>1.95</td>
<td>3.2253</td>
<td>0.40294</td>
</tr>
</tbody>
</table>

Based on the above table and compared to the other indicators, the indicators of identity have the highest mean levels (from the view points of the faculty members). In other words, these indicators are at a high level. The other indicators are at a medium level. Also, standard deviation is low for all indicators, showing that there is no difference between the collected data. Statistical summary of the indicators of organizational culture, from the view points of the University of Ilam’s faculty members

Table 9: Main indicators

<table>
<thead>
<tr>
<th>Main indicators</th>
<th>Number</th>
<th>Variation amplitude</th>
<th>Mean</th>
<th>Standard deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational culture</td>
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<td>3.2253</td>
<td>0.40294</td>
</tr>
</tbody>
</table>

The above table includes a statistical summary of the indicators of organizational culture and job satisfaction among the faculty members of university of Ilam. Based on the table, the mean values of the indicators are at a medium level with low standard deviation.

Table 10: findings of Pearson’s coefficients of correlation for the hypotheses of the research

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Correlation Value</th>
<th>P-Value</th>
<th>Type of Correlation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hypothesis 1</td>
<td>0.183</td>
<td>0.052</td>
<td>Medium</td>
</tr>
<tr>
<td>Hypothesis 2</td>
<td>0.533</td>
<td>0.000</td>
<td>Strong</td>
</tr>
<tr>
<td>Hypothesis 3</td>
<td>0.279</td>
<td>0.003</td>
<td>Strong</td>
</tr>
<tr>
<td>Hypothesis 4</td>
<td>0.179</td>
<td>0.056</td>
<td>None</td>
</tr>
<tr>
<td>Hypothesis 5</td>
<td>0.215</td>
<td>0.022</td>
<td>Medium</td>
</tr>
<tr>
<td>Hypothesis 6</td>
<td>0.002</td>
<td>0.98</td>
<td>None</td>
</tr>
<tr>
<td>Hypothesis 7</td>
<td>0.533</td>
<td>0.000</td>
<td>Strong</td>
</tr>
<tr>
<td>Hypothesis 8</td>
<td>0.183</td>
<td>0.052</td>
<td>Medium</td>
</tr>
</tbody>
</table>

5. Discussion and conclusion

Within this paper, the relationship between organizational culture and job satisfaction of the faculty members of University of Ilam was evaluated. According to the results, there was a meaningful relationship between these two variables. Based on the results of statistical analyses, six hypotheses of the research were supported. Due to this research, there is a significant relationship between organizational culture of the university and job satisfaction of the faculty members. Based on the findings of the test, P.V = 0.183 shows a significant relationship between the two variables organizational culture of the University of Ilam and the job satisfaction of the faculty members. The significant relationship between these two variables reveals that organizational culture, as one of the most important environmental
factors, affects on the feeling of satisfaction of faculty members, and it should be regarded as an important factor to create the feeling of job satisfaction among the faculty members.

Therefore, this hypothesis is accepted. Also, the Mike Wallis’ and James’ survey, from Windsor University of Canada, presented the same hypothesis. It was also shown that there was a significant relationship between organizational identity and job satisfaction of faculty members of University of Ilam. Based on the results of the mentioned test, \( P.V = 0.533 \) shows the relationship between the two variables organizational identity and job satisfaction. Therefore, this hypothesis is supported; meaning the feeling of identity among the faculty members has a positive effect on their feeling of satisfaction to their jobs. Hence, identity should be regarded as a very important factor for the faculty members to reach job satisfaction. There is also a significant relationship between rewarding system and job satisfaction of the faculty members. Based on the results of the test, \( P.V = 0.279 \) supports this hypothesis that there is a significant relationship between the two variables rewarding system and job satisfaction of the faculty members. Thus, rewarding system is regarded as an important factor for faculty members to reach the feeling of job satisfaction. There is no significant relationship between promoting independency in judgment and decision-making, and job satisfaction. Regarding the results of the test, \( P.V = 0.179 \), this hypothesis is not verified, i.e. there is no significant relationship between the two variables independency in judgment and making decisions, and job satisfaction. Therefore, the hypothesis mentioned is not supported and independency in decision making is not regarded as an important factor to reach job satisfaction faculty members. Also, there is a significant relationship between promoting A-type behaviors and job satisfaction of faculty members of University of Ilam.

Due to the results of the test, \( P.V = 0.215 \), this hypothesis is verified; meaning there is a significant relationship between the two variables of A-type behaviors and job satisfaction of the faculty members of University of Ilam. Hence, A-type behavior is regarded as an important factor to achieve job satisfaction of faculty members. There was no significant relationship between promoting tolerance of ambiguity and job satisfaction of faculty members. Regarding the results of the test, \( P.V = 0.002 \) shows that this hypothesis is not verified, i.e. there is no significant relationship between tolerance of ambiguity and job satisfaction; so, tolerance of ambiguity is not regarded as an important factor to achieve job satisfaction. However, there is a significant relationship between the participation of faculty members in making decisions and their job satisfaction. Regarding the results of the test, \( P.V = 0.533 \) shows that this hypothesis is supported. I.e. there is a significant relationship between participation in making decisions and reaching job satisfaction of faculty members.

Therefore, participation in decision-making should be regarded as an important factor for faculty members to reach job satisfaction. There is also a significant relationship between the tolerance of conflicts and job satisfaction of faculty members. Based on the results of the test, \( P.V = 0.183 \) verifies this hypothesis; meaning there is a significant relationship between the two variables tolerance of conflicts and job satisfaction of faculty members. Then, promoting tolerance of conflicts is regarded as an important factor for faculty members to reach job satisfaction. According to the finding, it can be concluded that organizational culture, as the most important environmental factor affecting on job satisfaction, causes the efficiency and capabilities of human resources to improve. According to results of this survey, University of Ilam should take the mentioned factors into consideration in order to increase the level of job satisfaction among the faculty members.
6. References


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