



The Effect of Organization Culture on Job Satisfaction: The Case of Ayer Tena High School

Kiflu Chekole Tekle

University of Tourism,
Zambia

Alemayehu Abera Lema

Addis Ababa City Administration,
Ethiopia

Kibur Girmachew Jiffar

University of Tourism,
Zambia

***Corresponding author:**

Kiflu Chekole Tekle, University of Tourism,
Zambia. ✉ kchekole@outlook.com

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Abstract

Background: Organizational culture significantly influences employee job satisfaction, shaping attitudes, behaviors, and overall organizational effectiveness. While extensive research has established this relationship in various sectors, limited studies have examined multiple culture types simultaneously within educational institutions, particularly in developing regions.

Objective: This study aims to examine the relationship between organizational culture and employee job satisfaction at SMA Ayer Tena

Methods: This study used a census method with a questionnaire distributed to all 112 employees. The descriptive-explanatory quantitative approach shows that Clan Culture, Adhocratic Culture, Differentiation Culture, and Market Culture have a positive and significant relationship with employee job satisfaction.

Results: On the other hand, the results revealed that Hierarchy Culture had a negative correlation with attitudes towards job satisfaction. This research can be of significant benefit to SMA Ayer Tena as a guide to improve the job satisfaction of faculty and school staff through the development of the right organizational culture to support the above factors. To refine the presented understanding of the relationship between organizational culture and future employee satisfaction, the researchers suggest that future investigations should be based on longitudinal research and utilize a larger and more diverse sample, as well as quantitative and qualitative data.

Conclusion: This study concludes that organizational culture plays an important role in shaping job satisfaction. Clan culture, Adhocracy, and Market show a positive relationship with job satisfaction, while Hierarchical culture shows negative effects. These findings challenge bureaucracy-oriented cultural assumptions and emphasize the importance of collaborative, innovative, and performance-driven environments.

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INTRODUCTION

Organizational culture has long been recognized as a fundamental element that shapes how organizations function and how individuals behave within them. It encompasses shared values, beliefs, norms, and practices that guide employees' attitudes, interactions, and decision-making processes (Paais, 2018; Wahyudi & Sabil, 2022). A strong and well-managed organizational culture contributes to the creation of a work environment that supports employees' psychological well-being, fosters engagement, and enhances overall organizational effectiveness. In contemporary organizations, where competition and performance pressures are

increasing, organizational culture plays a strategic role in sustaining employee motivation and satisfaction.

One of the most critical outcomes influenced by organizational culture is job satisfaction. Job satisfaction reflects employees' emotional and cognitive evaluation of their work experiences and has been widely acknowledged as a key determinant of productivity, commitment, and organizational success. Employees who experience higher levels of job satisfaction tend to demonstrate stronger organizational commitment, better performance, and lower turnover intentions (Ayati et al., 2025; Junejo et al., 2025; Nasution et al., 2024). Consequently, understanding the factors that shape job satisfaction, particularly organizational culture, has become a priority for both scholars and practitioners in the fields of organizational behavior and human resource management.

A substantial body of empirical research has consistently shown a strong relationship between organizational culture and job satisfaction. Studies confirm that organizational culture significantly influences employees' perceptions of their work and their level of satisfaction. Research highlights that organizational culture not only affects employee satisfaction but also customer satisfaction, while other studies identify organizational culture as one of the key determinants of job satisfaction alongside leadership style and human resource development. These findings suggest that organizational culture is not merely a contextual factor, but a core mechanism shaping employee attitudes.

Further empirical evidence reinforces the positive impact of organizational culture on job satisfaction across various organizational settings. Mali (2022) and Surodjo (2022) found that organizational culture has a significant positive effect on job satisfaction, with Mali (2022) emphasizing that its influence is even stronger than that on financial performance. Similarly, Rismayadi (2020) and Rahman (2022) reported that organizations characterized by supportive values, trust, and effective communication tend to have more satisfied employees. These studies collectively underline the importance of cultivating a healthy organizational culture to improve employee satisfaction and organizational outcomes.

Positive organizational cultures are typically characterized by open communication, collaboration, employee empowerment, and a shared sense of purpose (Ku & Yu, 2024; Rohayati et al., 2023). Such cultures foster a supportive work environment where employees feel valued and motivated. Conversely, negative or toxic cultures marked by excessive competition, lack of trust, rigid hierarchies, and poor communication have been associated with lower job satisfaction and higher turnover rates (Mette, 2020; Rathi & Srivastava, 2024). These contrasting outcomes demonstrate that organizational culture can function either as a catalyst or a barrier to employee satisfaction.

The influence of organizational culture on job satisfaction extends beyond individual employees to affect team dynamics, organizational performance, and service quality (Janićijević et al., 2018). A positive culture encourages teamwork, innovation, and shared responsibility, which are essential for organizational sustainability and effectiveness. In service-oriented sectors such as education, where employee commitment directly affects service delivery and stakeholder satisfaction, the role of organizational culture becomes even more critical. Teachers and staff who are satisfied with their jobs are more likely to demonstrate dedication, creativity, and professionalism in fulfilling their roles.

Despite the growing volume of research on organizational culture and job satisfaction, several gaps remain. Many previous studies have focused on specific industries, private-sector organizations, or particular cultural contexts, limiting the generalizability of their findings (Abawa & Obse, 2024). Moreover, the dynamic nature of organizational culture, shaped by changing employee expectations and organizational demands, requires continuous empirical investigation. There is also limited research that simultaneously examines multiple culture types within a single organizational context, particularly in educational institutions in developing regions.

Therefore, this study aims to investigate the effect of organizational culture on job satisfaction in the context of Ayer Tena Secondary and Preparatory School. By adopting the Competing Values Framework and examining different culture types clan, adhocracy, hierarchy, market, and differentiation culture this study seeks to provide a more comprehensive understanding of how organizational culture shapes job satisfaction among employees. The findings are expected to contribute both theoretically, by enriching the organizational culture literature, and practically, by offering insights for school leaders and policymakers to foster a positive work environment and enhance employee satisfaction.

METHOD

Research methodology can be seen as a systematic and scientific means of addressing research problems. It encompasses the study of how research is conducted, guiding researchers on how to proceed, measure progress, and achieve success in their endeavors. As described by Davidavičienė (2018), a research methodology defines the essence of the research activity, its procedures, and the means to gauge its progress. Similarly, Pandey (2015), defines it as the collection of methods, procedures, and techniques employed in the pursuit of knowledge and understanding.

This study used descriptive and explanatory survey approaches to collect data from the respondents. A descriptive survey is preferred because it ensures a complete description of the situation and will help the researcher minimize bias in the collection of data. This design is suitable because it will help researchers collect information from respondents, particularly employees of the Ayer Tena secondary school. According to Cooper (2021), a descriptive survey portrays accurate information on persons, events or accounts of characteristics such as behavior, ability, belief, opinion and knowledge of a particular individual or group. Descriptive research studies are those studies that are concerned with describing the characteristics of a particular individual or of a group.

There are both quantitative and qualitative research Borland (2001) approaches. The quantitative approach involves the collection of quantitative data, which are subjected to rigorous quantitative analysis in a formal and rigid manner, while the qualitative approach uses the method of subjective assessment of opinions, behavior, factors and attitudes. Quantitative research involves systematic and scientific investigations of quantitative properties and phenomena and their relationships. The researcher used a mixed approach consisting of qualitative and quantitative strategies.

Bryman and Bell (2011) suggest that a population is the whole group that the research focuses on. Population also refers to a larger group of people with common observable features to which one hopes to apply the research results. According to the information collected from the Ayer Tena High School, in 2025, there are 122 professional employees, who are the target population for this study. The researcher used a census method since the population size is manageable.

The questions to examine the effect of organizational culture on job satisfaction in case of Ayer Tena secondary school, i.e., clan culture, adhocracy culture, hierarchy culture, market culture and differentiation culture were adopted from a standard questionnaire, and the researcher made some necessary adjustments to the questionnaires to reflect the scope of this study. A set of close-ended questions was asked to collect information from respondents on these areas. The close-ended questions guided respondents to choose from alternatives provided by the researcher. This procedure was adopted because the staff had busy schedules, which made it difficult to attend to questionnaires when they were left with them and to make the coding of the data easy for analysis. The questionnaire asked the respondents to rate aspects based on a five-point Likert scale (1=strongly disagree, 5=strongly agree). Therefore, a Likert scale was utilized for all survey items.

Permission was obtained from the various heads of departments at Ayer Tena high school. The researcher was explaining the questions after copies of the questionnaire are given to the employees. The reason for doing this will to help the respondents obtain a better understanding to provide their independent opinion on the questions. The researcher collected all the data by themselves and performed the analysis.

The validity of a scale refers to the degree to which it measures what it is supposed to measure. Cronbach's alpha is a measure of reliability. Reliability refers to the consistency or dependability of a measuring instrument. It is defined as the proportion of the variability in the responses to the survey, which is the result of differences in the respondents. That is, answers to a reliable survey will differ because respondents have different opinions, not because the survey is confusing or has multiple interpretations.

To use valid and reliable instruments of data collection, the questionnaire was compiled from different reputed sources by making minor modifications to adapt it to the situation under investigation. Based on the results of the pilot test, the validity of the questions was checked, as further explanations are needed, and the questions was corrected accordingly. The reliability statistics in table 1 show a Cronbach's alpha of 0.984 for the 30-item questionnaire, indicating a high level of internal consistency and reliability in the survey instrument.

Table 1. Reliability statistics

Reliability Statistics	
Cronbach's Alpha	N of Items
.984	30

Source: Researcher survey, (2025)

RESULTS AND DISCUSSION

Results

Response Rate

112 questionnaires were distributed out of that 105 questionnaires were collected and analyzed. A high response rate is desirable in research studies as it helps ensure the representativeness of the sample and the validity of the findings. According to the literature, a response rate of 70% or higher is generally considered good. In this research, the response rate is 93.75%. A response rate of 93.75% is well above the 70% threshold commonly cited as a good response rate. High response rates help minimize the risk of non-response bias, where the characteristics of non-respondents differ significantly from those who participated in the study.

Demography profile of the respondents

1. Gender of the respondents

The figure below shows that 88% of the population is male, while 12% is female. This indicates a significant imbalance, with the male population comprising the overwhelming majority.

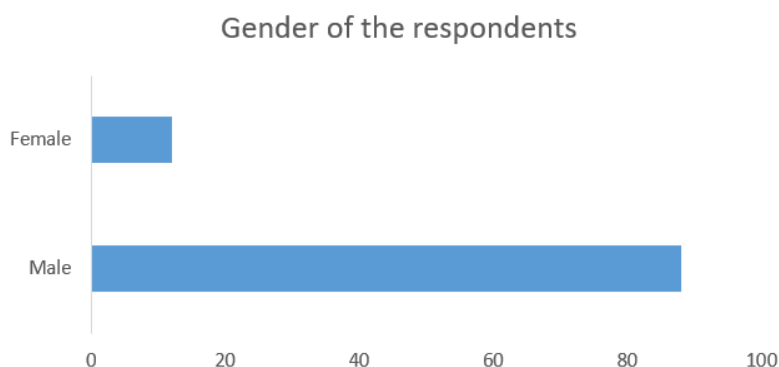


Figure 1. Gender of the respondents

Source: researcher survey, (2025)

Educational qualification of the respondents

The educational qualification provided data reveals a highly educated population. The largest proportion, 77%, holds a Master's degree. This signifies that most of the population has attained an advanced level of education beyond a bachelor's degree. The next largest group, at 20%, has a BA degree, indicating a sizeable portion of the population has completed a four-year undergraduate program. Finally, only 3% of the population has obtained a certificate-level qualification.

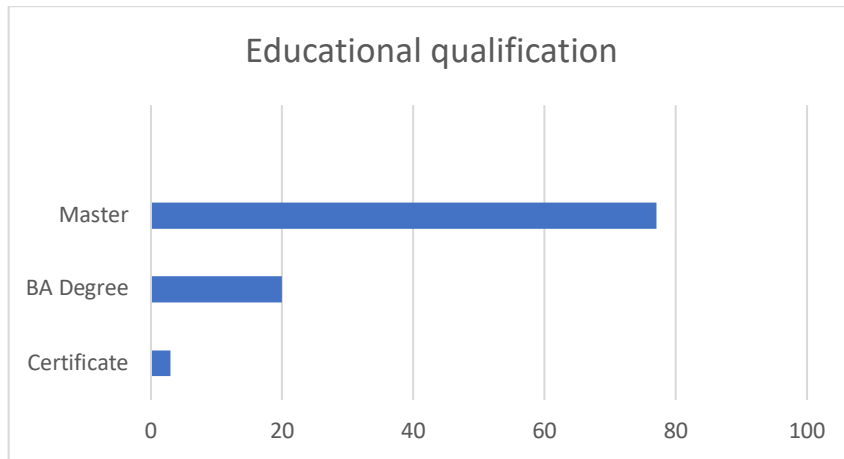


Figure 2. Educational qualification of the respondents
Source: researcher survey, (2025)

Work experience

Most of the respondents, 74%, have 7 to 8 years of work experience, indicating a mature, seasoned, and relatively stable workforce. The proportion of employees with 1 to 3 years of experience is 12%, while the share of those with 4 to 6 years and more than 9 years of experience remains relatively low. This distribution suggests an organization that has focused on retaining and developing its talent, benefiting from a strong core of mid-career professionals who can provide mentorship, institutional knowledge, and leadership.

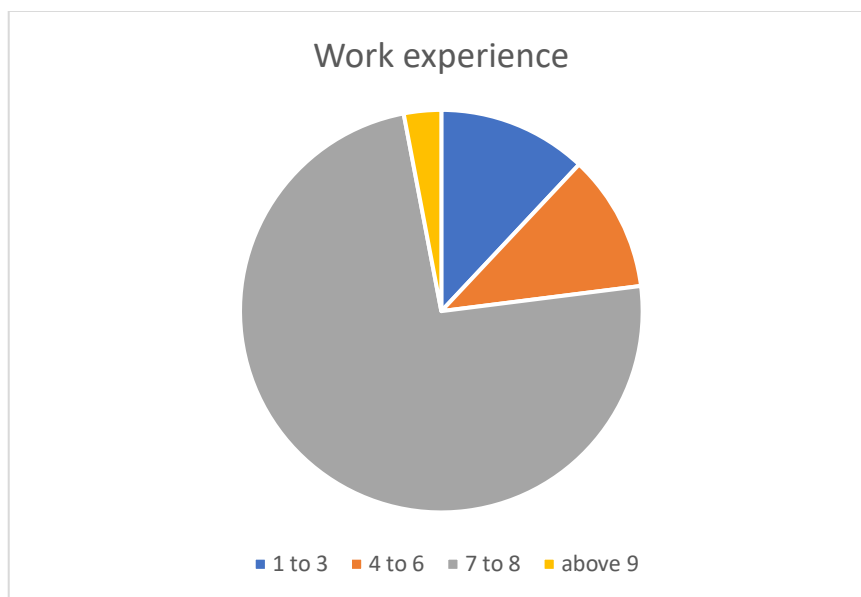


Figure 3. Experience of the respondents
Source: researcher survey, (2025)

1. Descriptive Statistics

The analysis of the six variables reveals that the organization exhibits a balanced and well-established organizational culture, with moderately high levels across the different cultural dimensions. The Clan Culture (mean = 3.9276, SD = 1.05693), Adhocracy Culture (mean = 3.8381, SD = 1.09472), Market Culture (mean = 3.7543, SD = 1.06835), and Hierarchy Culture (mean = 3.8952, SD = 1.06211) all show a consistent pattern of moderate-to-high levels, with relatively low standard deviations indicating a shared understanding and alignment among employees regarding these cultural attributes.

Notably, the Differentiation Culture variable has the highest mean of 4.1333 with the lowest standard deviation of 0.97967, suggesting a strong emphasis on uniqueness, innovation, and adaptation within the organization. Additionally, the respondents report a moderately high level of job satisfaction (mean = 3.7848, SD = 1.03575), which may be a reflection of the overall cultural alignment and balance observed across the organization. The combination of these insights indicates that the organization has successfully fostered a work environment that aligns with the preferred cultural characteristics and promotes employee satisfaction.

Table 2. Descriptive Statistics

<i>Descriptive Statistics</i>					
	N	Minimum	Maximum	Mean	Std. Deviation
CC	105	1.00	5.00	3.8781	1.04458
AC	105	1.00	5.00	3.9124	1.09472
MC	105	1.00	5.00	3.7543	1.07355
JS	105	1.20	5.00	3.7848	1.08120
DC	105	1.60	5.00	4.1333	.97967
HC	105	1.25	5.00	3.8000	.99964
Valid N (listwise)	105				

Source: Researcher survey, (2025)

Inferential Statistics

1. Assumptions test for regression analysis

a. Test for Normality

Adhering to the recommendations of esteemed researchers like Hair (2009) and Tabachnick (2007), the assessment of normality is a critical prerequisite for the validity of statistical methods. In this study, the researcher employed both graphical and numerical techniques, including the analysis of skewness and kurtosis, to thoroughly examine the normality of the data distribution using SPSS. Specifically, the skewness and kurtosis values for all variables were found to fall within the acceptable range of +1 to -1 for skewness and +3 to -3 for kurtosis, as suggested by Hair (2009), thereby confirming the normal distribution of the data. This comprehensive evaluation of the normality assumption lends robust support to the validity and reliability of the subsequent statistical analyses conducted in the research.

Table 3. Test of Normality

<i>Descriptive Statistics</i>					
	N	Skewness		Kurtosis	
		Statistic	Std. Error	Statistic	Std. Error
CC	105	-.737	.236	-.431	.467
AC	105	-.882	.236	-.150	.467
MC	105	-.661	.236	-.618	.467
JS	105	-.650	.236	-.797	.467
DC	105	-1.017	.236	-.072	.467
HC	105	-.762	.236	-.349	.467
Valid N (listwise)	105				

Source: researcher survey, (2025)

b. Test for linearity

The assessment of normality is a crucial step in the statistical analysis of data, as it helps determine the appropriate analytical techniques to be employed. Evaluating the normality of the data distribution is essential for understanding the underlying characteristics of the variables under investigation and making informed decisions about the most suitable statistical methods.

c. Multi-Collinearity Test

To identify whether some of the independent variables have very high correlations with other independent variables, using collinearity diagnostics, multicollinearity estimates were performed. If collinearity is discovered, one can either remove one of the variables or create a new variable that combines the previous two that were highly inter-correlated, because when the predictor variables are highly correlated, they share essentially the same information and together, they may explain a great deal of the dependent variable, but may not individually contribute significantly to the model.

Thus, the impact of multicollinearity is to reduce any individual independent variable's predictive power by the extent to which it is associated with the other independent variables. Tolerance value is an indication of the percentage of variance in the predictor that cannot be accounted for by the other predictors, implying the fact that very small values indicate overlap or sharing of predictive power. Besides, if the VIF values of independent variables are beyond 10, then it is suggested that further investigation is required.

Table 4. Multicollinearity test

Model	Collinearity Statistics	
	Tolerance	VIF
1	(Constant)	
	CC	.130
	AC	.210
	MC	.155
	DC	.315
	HC	.110

Source: Researcher's survey, (2025)

As shown on the above table, based on the coefficients output (collinearity statistics), the obtained variance inflation factor (VIF) for all independent variables was found between 1 and 10, which means that there are no multicollinearity problems.

d. Correlation Analysis

The correlation analysis revealed that Clan Culture (CC) has a strong positive correlation with Adhocracy Culture (AC) ($r = 0.835, p < 0.01$), Market Culture (MC) ($r = 0.879, p < 0.01$), Job Satisfaction (JS) ($r = 0.860, p < 0.01$), Differentiation Culture (DC) ($r = 0.732, p < 0.01$), and Hierarchy Culture (HC) ($r = 0.918, p < 0.01$). This suggests that as the Clan Culture characteristics increase, the other cultural dimensions and job satisfaction tend to increase as well, indicating a strong interconnectedness among these variables.

Adhocracy Culture (AC) has a strong positive correlation with Market Culture (MC) ($r = 0.830, p < 0.01$), Job Satisfaction (JS) ($r = 0.893, p < 0.01$), and Differentiation Culture (DC) ($r = 0.801, p < 0.01$), but a moderate positive correlation with Hierarchy Culture (HC) ($r = 0.817, p < 0.01$). This implies that as the Adhocracy Culture characteristics increase, the other cultural dimensions and job satisfaction tend to increase, with the exception of Hierarchy Culture, which has a relatively lower correlation. Market Culture (MC) has a strong positive correlation with Job Satisfaction (JS) ($r = 0.885, p < 0.01$), Differentiation Culture (DC) ($r = 0.746, p < 0.01$), and Hierarchy Culture (HC) ($r = 0.902, p < 0.01$). This suggests that as the Market Culture characteristics increase, the other cultural dimensions and job satisfaction tend to increase as well.

Job Satisfaction (JS) has a strong positive correlation with Differentiation Culture (DC) ($r = 0.803, p < 0.01$) and Hierarchy Culture (HC) ($r = 0.824, p < 0.01$), indicating that as job satisfaction increases, the Differentiation and Hierarchy Culture characteristics also tend to increase. Differentiation Culture (DC) has a strong positive correlation with Hierarchy Culture (HC) ($r = 0.770, p < 0.01$), suggesting that as the Differentiation Culture characteristics increase, the Hierarchy Culture characteristics also tend to increase.

Overall, the correlation analysis reveals a complex and multifaceted relationship among the six variables, with strong positive correlations observed across most of the cultural dimensions and job satisfaction. These findings suggest that the organizational culture is characterized by a balance and integration of various cultural attributes, and that job satisfaction is closely linked to the overall cultural climate within the organization.

Table 5. Correlations analysis

<i>Correlations</i>	CC	AC	MC	JS	DC	HC
CC Pearson Correlation	1					
Sig. (2-tailed)						
N	105					
AC Pearson Correlation	.835**	1				
Sig. (2-tailed)	.000					
N	105	105				
MC Pearson Correlation	.879**	.830**	1			
Sig. (2-tailed)	.000	.000				
N	105	105	105			
JS Pearson Correlation	.860**	.893**	.885**	1		
Sig. (2-tailed)	.000	.000	.000			
N	105	105	105	105		
DC Pearson Correlation	.732**	.801**	.746**	.803**	1	
Sig. (2-tailed)	.000	.000	.000	.000		
N	105	105	105	105	105	
HC Pearson Correlation	.918**	.817**	.902**	.824**	.770**	1
Sig. (2-tailed)	.000	.000	.000	.000	.000	
N	105	105	105	105	105	105

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

Source: researcher survey, (2025)

Analysis of variance (ANOVA)

The overall regression model is highly significant, as indicated by the F-statistic of 151.562 and the associated p-value of 0.000, which is less than the commonly used significance level of 0.05. This suggests that the set of five organizational culture dimensions collectively explains a significant amount of the variation in Job Satisfaction among the observed cases.

Table 6. Analysis of variance

<i>ANOVA^a</i>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	107.528	5	21.506	151.562	.000 ^b
	Residual	14.047	99	.142		
	Total	121.576	104			

a. Dependent Variable: JS

b. Predictors: (Constant), HC, DC, AC, MC, CC

Source: researcher survey, (2025)

1. Coefficient table

Table 2. Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	-.147	.165		-.892	.375
CC	.299	.098	.289	3.044	.003
AC	.363	.074	.367	4.927	.000
MC	.453	.088	.450	5.181	.000
DC	.204	.067	.185	3.030	.003
HC	-.313	.112	-.290	-2.809	.006

a. Dependent Variable: JS

Source: researcher survey, (2025)

The multiple regression equation is:

$$Y = a_0 + ax_1 + bx_2 + cx_3 + dx_4 + ex_5 + e$$

Y = Job satisfaction

where a₀ = Constant

a, b, c, d and e = Regression coefficients

x₁ = Clan culture

x₂ = Adhocracy culture

x₃ = Hierarchy culture

x₄ = Market culture

x₅ = Differentiation culture

e = error term

The multiple regression equation for this analysis is Job Satisfaction = -0.147 + 0.299(Clan Culture) + 0.363(Adhocracy culture) - 0.313(Hierarchy culture) + 0.453(Market Culture) + 0.204(Differentiation Culture) + e

The constant term of -0.147 is not statistically significant ($p = 0.375$), suggesting that Job Satisfaction cannot be meaningfully predicted when all the organizational culture dimensions are zero. However, the regression coefficients for the culture dimensions provide valuable insights. A one-unit increase in Clan Culture is associated with a 0.299-unit increase in Job Satisfaction ($p < 0.001$), indicating that a stronger Clan Culture, characterized by teamwork and employee involvement, is positively related to higher Job Satisfaction. Similarly, a one-unit increase in Adhocracy Culture is predicted to lead to a 0.363-unit increase in Job Satisfaction ($p < 0.001$), highlighting the importance of an innovative and adaptable organizational culture for employee well-being.

In contrast, a one-unit increase in Hierarchy Culture is associated with a 0.313-unit decrease in Job Satisfaction ($p < 0.001$), implying that a culture focused on control, stability, and bureaucracy has a detrimental impact on employee satisfaction. Interestingly, the model suggests that Market Culture is the most important predictor of Job Satisfaction, with a one-unit increase in Market Culture leading to a 0.453-unit increase in Job Satisfaction ($p < 0.001$). This indicates that an organizational culture emphasizing competitiveness, goal achievement, and external focus is highly influential in fostering higher levels of Job Satisfaction among employees. Finally, a one-unit increase in Differentiation Culture is predicted to result in a 0.204-unit increase in Job Satisfaction ($p < 0.01$), suggesting that a culture focused on uniqueness and innovation also contributes positively, though to a lesser degree compared to the other culture dimensions.

Overall, the multiple regression model provides a comprehensive understanding of how the different organizational culture dimensions collectively influence Job Satisfaction within the organization. The regression coefficients highlight the importance of fostering a balanced and supportive organizational culture that nurtures teamwork, innovation, competitiveness, and differentiation to enhance employee satisfaction and well-being.

2. Model Summary

Table 8. Model Summary

<i>Model Summary^b</i>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.940 ^a	.884	.879	.37669
a. Predictors: (Constant), HC, DC, AC, MC, CC				
b. Dependent Variable: JS				

Source: researcher survey, (2025)

The Model Summary table above shows an impressive overview of the model's explanatory power. The R-value of 0.940 indicates an exceptionally strong correlation between the five organizational culture dimensions (Clan Culture, Adhocracy Culture, Hierarchy Culture, Market Culture, and Differentiation Culture) and Job Satisfaction. This means that the culture dimensions are highly predictive of the levels of Job Satisfaction observed in the studied organization.

The R-Square value of 0.884 is simply astounding. It suggests that a staggering 88.4% of the variation in Job Satisfaction can be explained by the variation in these five organizational culture dimensions. This is an incredibly high proportion of the total variance accounted for, indicating that the model has an exceptional ability to capture the key drivers of Job Satisfaction.

3. Summary of Hypothesis Test

The table below showed that Clan Culture was found to have a positive and significant relationship with Job Satisfaction ($\beta = 0.299$, $p < 0.001$), supporting Hypothesis 1. Similarly, Adhocracy Culture also had a positive and significant relationship with Job Satisfaction ($\beta = 0.363$, $p < 0.001$), providing support for Hypothesis 2.

However, the analysis also revealed a contrasting finding. The regression coefficient for the relationship between Hierarchy Culture and Job Satisfaction was -0.313, with a p-value less than 0.001. This indicates that Hypothesis 3, which stated that there is a positive relationship between hierarchical culture and job satisfaction, is not supported. In fact, the results suggest that a strong hierarchical organizational culture is associated with lower levels of job satisfaction among employees. Interestingly, Market Culture demonstrated the strongest positive and significant relationship with Job Satisfaction ($\beta = 0.453$, $p < 0.001$), lending support to Hypothesis 4. Additionally, Differentiation Culture was shown to have a positive and significant relationship with Job Satisfaction ($\beta = 0.204$, $p < 0.01$), supporting Hypothesis 5.

Table 9. Hypothesis test

Hypothesis	Relationship	Regression Coefficient	p-value	Result
H1	Clan Culture → Job Satisfaction	0.299	< 0.001	Supported
H2	Adhocracy Culture → Job Satisfaction	0.363	< 0.001	Supported
H3	Hierarchy Culture → Job Satisfaction	-0.313	< 0.001	Not Supported
H4	Market Culture → Job Satisfaction	0.453	< 0.001	Supported
H5	Differentiation Culture → Job Satisfaction	0.204	< 0.01	Supported

Source: Researcher survey, (2025)

Discussion

It is evident in the research study that distinct kinds of organizational cultures predetermine increased levels of job satisfaction among employees. More notably, it revealed a significant and positive correlation between Clan Culture that focused on the creation of organized group character, and the respondents' job satisfaction. These findings support other research activities conducted by scholars that point towards the fact that the type of organizational culture that follows the strong community and support of the employees' development are likely to result in high job satisfaction. Likewise, the findings of the study suggest that in reference to Adhocracy

Culture where the organization is geared towards innovation, adaptability and taking of calculated risks, there is a positive and significant relation with job satisfaction. This finding is in line with literature that shows that cultures of flexibility and creativity, in organizations known to be positive organizational culture, correlate with high satisfaction levels among the workers.

However, the study also revealed another finding that was not featured in previous hypotheses about the connection between Hierarchy Culture and job satisfaction. These findings rejected the prior presumption that a higher staff satisfaction level can be achieved where hierarchical culture prevails in the organization which establishes stability, control, and formal procedure. This is in sharp contrast to prior studies, which used to focus mainly on the strengths of the hierarchical culture, including neatness and discipline that comes with it. Also, the results of the study indicated that Market Culture, which is competitive, driven by achievement, and outside oriented has the highest positive and significant correlation with job satisfaction. This finding resonates with some of the previous literature, particularly those works that state that the organizational cultures that are performance-oriented and are oriented towards the external environment can be related to the increased job satisfaction of employees.

Last, the research findings showed that Differentiation Culture, with aspects of special, new, and variable, has a positive and significant correlation to job satisfaction. The obtained result can be partially explained by the findings of similar studies that claimed that inclusive and flexible cultures improve employees' job satisfaction (Chekole, 2019).

The research gives important insights about the nature of the dual relationship between the culture of the organizational environment and the level of satisfaction with job. The findings indicate that promotional environments that include teamwork, innovativeness, competition, and individualism might prove helpful in raising the levels of stated job satisfaction among the employees; however, when the organization largely relies on a strong hierarchical organizational culture, it may be detrimental.

CONCLUSION

This study demonstrates that organizational culture plays a significant role in shaping employee job satisfaction. The findings reveal that Clan, Adhocracy, and Market cultures have a positive relationship with job satisfaction, while Hierarchy culture shows a negative effect, challenging bureaucratic-oriented assumptions and emphasizing the importance of innovative, collaborative, and performance-driven work environments. The study underscores that fostering a culture of teamwork, innovation, flexibility, and healthy competition is essential for improving faculty and staff satisfaction and, ultimately, enhancing educational experiences in high schools. Accordingly, school administrators are encouraged to strengthen collaborative practices, support employee development, and promote innovation in teaching and organizational processes to achieve sustainable job satisfaction and organizational effectiveness.

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AUTHOR CONTRIBUTION STATEMENT

All authors contributed substantially to this research. The authors were involved in the conceptualization and research design. Data collection, data analysis, and interpretation were carried out collaboratively by the authors. The manuscript was drafted, reviewed, and revised jointly, and all authors approved the final version of the manuscript for publication.

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