Deanship of Scientific Research

The Effect of Organizational Culture on Job Satisfaction in Jordanian Tourism Public Sector

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Abstract

Objective: The significance of this study comes from the lack of previous direct discussion on improving organizational culture and job satisfaction in tourism public sector. It aims at identifying dominant organizational cultures in the Jordanian Ministry of Tourism and Antiquities, and to statistically test their influence on job satisfaction among the employees working in this public entity.

Methods: A questionnaire was used to collect responses of 200 employees in the centre and branches of Jordanian Ministry of Tourism and Antiquities, where stratified proportional sampling was adopted. Besides the demographic section, there were two sets of questions derived from Organizational Culture Assessment Instrument developed by Quinn and Cameron, and the Job Satisfaction Survey by Spector. Both descriptive analysis and Structure Equation Modelling were manipulated to achieve the study objectives.

Results: All organizational culture dimensions were of insignificant influence on job satisfaction; the highest regression coefficient was for management of employees, while it was the lowest for dominant characteristics, and organizational glue. The "clan" and "adhocracy" turned out to be the dominant organizational cultures.

Conclusion: The insignificant influence of organizational culture on job satisfaction could be due to the bureaucratic nature of the public sector, where high levels of control, centralism and inflexibility assumingly exist. This study has significant contributions to decision makers since they would recognize more the need to make the work environment more rewarding and achievement oriented. Moreover, researchers have shed more light on organizational values and cultures influencing work performance in developing countries.

Keywords: Competing Value Framework, organizational cultures, job satisfaction, Jordanian tourism public sector.

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أثر الثقافة التنظيمية على الرضا الوظيفي في القطاع العام السياحي الأردني

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ملخّص

الأهداف: تأتي أهمية الدراسة من عدم وجود نقاش سابق مباشر حول تحسين الثقافة التنظيمية والرضا الوظيفي في القطاع العام السياحي. تهدف الدراسة إلى تحديد الثقافات التنظيمية السائدة في وزارة السياحة والآثار الأردنية، واختبار تأثيرها إحصائيًا على الرضا الوظيفي بين الموظفين العاملين في هذه المنشأة العامة.

المنهجية: جرى استخدام استبانة لجمع آراء 200 موظف في المركز الرئيسي والفروع التابعة لوزارة السياحة والآثار الأردنية؛ حيث جرى اعتماد أسلوب سحب العينة النسبية الطبقية. تضمنت الاستبانة قسمًا ديموغرافيًا ومجموعتين من الأسئلة المستمدة من أداة تقييم الثقافة التنظيمية التي طورها روبرت كوين وكيم كاميرون، واستبانة الرضا الوظيفي التي وضعها بول سبيكتور. بالإضافة إلى التحليل الوصفي، جرى استخدام نمذجة المعادلات الهيكلية لفحص العلاقات بين المتغيرات في نموذج الدراسة.

النتائج: جميع أبعاد الثقافة التنظيمية لم يكن لها أثر ذا دلالة احصائية على الرضا الوظيفي؛ كانت أعلى قيمة معامل انحدار لبعد إدارة الموظفين، بينما كانت الأدنى لبعدي الخصائص السائدة والتماسك التنظيمي. تبين أن ثقافتي "العشيرة" و"الأدهقراطية" كانتا هما الثقافتان التنظيميتان السائدتان.

الخلاصة: يمكن أن يكون التأثير، والذي ليس له دلالة احصائية، للثقافة التنظيمية على الرضا الوظيفي عائدًا إلى الطبيعة البيروقراطية للوزارة كمؤسسة قطاع عام؛ حيث يفترض وجود مستويات عالية من السيطرة والمركزية وعدم المرونة. ستكون هذه الدراسة ذا أهمية كبيرة لصناع القرار لأنهم سيدركون بشكل واضح الحاجة لجعل بيئة العمل مجزية وأكثر توجها نحو تحقيق الإنجاز بين الموظفين، علاوة على ذلك، تم تسليط مزيد من الضوء على القيم التنظيمية والثقافات التي تؤثر على أداء العمل في البلدان النامية.

الكلمات الدالة: نظرية القيم المتنافسة، الثقافات التنظيمية، الرضا الوظيفي، القطاع العام السياحي الأردني.

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Introduction

The public sector is facing a great challenge resulting from attempts at modernization to ensure effectiveness and efficiency; this comes from the fact that there are fundamental differences when compared to the private sector. These are clearly seen in having core values such as impartiality, loyalty, equity, accountability, and fairness in the public sector, as well as constraints on political authority (O'riordan, 2015). Public sector organizations use performance management and measurement systems to enhance their efficiency and effectiveness (Stˇríteská & Sein, 2021). A vital factor that strongly influences performance is organizational culture (Taha & Espino-Rodriguez, 2020), which affects organizational effectiveness, leadership competencies (Abbett et al., 2010), productivity, efficiency, and commitment (Oz et al., 2015).

Despite the efforts taken by the Jordanian public sector to improve its performance, transparency, work environment, and provision of services to citizens and investors, which were clearly seen in e-government and competing at the national level for Awards of Excellence, a research gap exists since few research works have discussed organizational culture in the Jordanian government (e.g., Zain-Ul-Abidin et al., 2020; Farhan et al., 2018; Ababneh & Hatamleh, 2013; Al-Saleh, 2016). To the knowledge of the authors, one of the sectors in the Jordanian government that was not investigated in regard to organizational culture (and even job satisfaction, where few studies about the private sector were published) is tourism (e.g., ErsanAlown et al., 2021; Allan, 2019; Al-Sabi et al., 2019). Moreover, there is an obvious absence of the concept of "Organizational Culture" in tourism national strategies (MOTA, 2003; 2010; 2015; 2021), where there is a concentration in the first place on diversifying the tourism product, enhancing the image of the country, public-private sector partnerships, increasing the competitiveness of destinations, developing human resources in tourism services, and lately crisis management.

As in many countries, tourism highly contributes to the economy of Jordan; before the epidemic of COVID-19, it had a contribution of more than 16% to the Gross Domestic Product. The Ministry of Tourism and Antiquities (MOTA) in Jordan is the official body responsible for developing touristic sites, classifying and licensing tourism and hospitality businesses, promoting Jordan as a tourism and investment destination, developing national tourism strategies, gathering and issuing tourism statistics, and contributing to the qualification of human resources to work in tourism and hospitality establishments. The ministry has an organizational structure that is composed of multiple units and directorates of various technical, financial, and administrative functions (MOTA, 2022).

Tourism is all about selling distinguished and memorable experiences to tourists and guests; this is to be achieved through the outstanding performance of employees and by providing the best quality and price of services (Burke & Resnick, 2000). The continuous advancements in technology, changing markets, and increasing reliance on the tourism sector as a driver of the economy all make leaders and decision-makers recognize the need to build well-positioned and adaptable cultures that will respond to such changes and the competitive environment of such an industry. This could be gained through effective leadership and employee engagement, which exist in a preferable organizational culture where employees feel valued and appreciated, understand the appropriate behavior patterns for the organization, and commit to the values related to the best ways to deliver services; all of these make organizations maintain growth and customer satisfaction (Fernandes et al., 2018). The interdependence and interaction between customer and producer to shape the travel experience are essential; therefore, the attitude and performance of employees become critical and have a great influence on the guest experience (Burke & Resnick, 2000). Uncomfortable work conditions and low job satisfaction can wreck organizations' competitiveness, where instead of devoting efforts to exceed the expectations of guests, a dissatisfying performance takes place.

According to Simovic et al. (2020), organizational culture determines the inner environment of the organization where people do their jobs and achieve results; therefore, it can be said that organizational cultures affect the level of employees' satisfaction with their jobs. The performance, attitudes, and behaviors of employees in the organization influence the way these individuals perceive their working environments, relations with other workers, earnings, and promotional opportunities; such perceptions are referred to as job satisfaction. The more the employees of an organization positively perceive their workplace as dynamic and innovative, the greater will be their sense of satisfaction in their roles (Belias & Koustelios, 2014).

Despite the bureaucratic culture of the Ministry of Tourism and Antiquities, it should be noted that it regulates the work and products of service establishments that mostly fall within the private sector; moreover, it is responsible for developing and promoting Jordan as a destination among others globally and regionally. Therefore, high levels of competitiveness exist, where outstanding tourism experiences, services that exceed the expectations of clients, continuous creativity in developing themes and products, and openness in relations with the external world through marketing to attract tourists all require a special kind of organizational culture that encompasses varied levels of flexibility and focus and also ensures positive feelings among workers in the industry. To recognize and evaluate such aspects, there should be a theoretical model that could assimilate the contradicting nature of a governmental bureaucratic establishment such as the Ministry of Tourism and Antiquities, which is, on the other hand, responsible for an industry that extremely and continuously requires innovation and flexibility to adapt to changes in environments and markets. The Competing Values Framework/Approach (CVF/CVA) was developed to diagnose an organization's cultural effectiveness, to understand the dominant culture of an organization, the level of contradiction between values, and the harmony between the organization and its leadership or initiatives (Abbett et al., 2010). From this point comes the significance of this study, which aims at identifying the type of organizational cultures dominating the Jordanian Ministry of Tourism and Antiquities by manipulating this model; moreover, it will statistically test the influence of organizational culture on job satisfaction among the employees working in this public entity.

Theoretical Concepts
Organizational Culture

As an elusive concept in social science disciplines, the concept of organizational culture has attracted the attention of many organizational scholars all over the globe in the past fifty years or so. There have been many attempts to comprehend the essence of the concept, which, as many agree, is characterized by complication, fragmentation, and disarray. Much of the literature, particularly that of management in the public and private sectors alike, agrees upon the types and levels of culture that come to affect individuals, groups, and organizational behavior. This effect may be at the global, national, or even organizational level. A growing body of literature has come to the conclusion that organizational culture is a critical concept and has a profound influence on employee behavior since organizational members are sensitive to the cultural setting of their organizations (Ouchi & Wilkins, 1985).

Organizational culture is simply the set of shared values and beliefs among an organization's individuals that produce behavioral norms and define how the organization perceives itself and its environment (Utal, 1983; Shein, 1985). It was also defined as "the set of key values, beliefs, understandings, and norms that members of an organization share" (Daft, 2006, p. 95). "Organizational cultures are created by leaders" (Schein, 1985, p. 2). Values and behaviors are the core of culture; such cognitions held by leaders influence how subordinates perform their jobs, which means that they evolve into leadership styles, and then organizational culture emerges. These should be maintained by leaders when consistent behaviors among members, reduced conflicts, and healthy working environments are all ensured (Kane-Urrabazo, 2006).

The Competing Values Framework/Approach (CVF/CVA) was developed to diagnose an organization's cultural effectiveness, to understand the dominant culture of an organization, the level of contradiction between values, and the harmony between the organization and its leadership or initiatives (Abbett et al., 2010). In (CVF) and (CVA), Quinn claims that there are competitive leadership roles with different behavioral patterns (Quinn, 1984; Quinn, Faerman, Thompson & McGrath, 2003; Quinn & Rohrbaugh, 1983). Quinn recognized "the contradictory nature of effective management, which should be flexible and adaptable, additionally controlled, and stable." (Vilkinas & Cartan, 2006, p. 506). These roles are identified on two intersecting axes (flexibility/stability and external/internal) (Cameron & Quinn, 1999); eight roles within these can be identified: broker, innovator, mentor, facilitator, producer, director, coordinator, and monitor; each of them complements its neighbor and contrasts with the one on the opposite side. Also, four distinctive quadrants of models and organizational cultures are proposed: The Human Relations Model (Clan Culture), the Open System Model (Adhocracy Culture), the Rational Goal Model (Market Culture), and the Interpersonal Model (Hierarchy Culture) (Figure 1) (Quinn,

1988). Quinn argues that successful management must acquire all these styles (Faerman & Quinn, 1985). In other words, organizations should be adaptable and dynamic, as well as stable and controlled simultaneously (Yang, 1996). The above-mentioned models and roles are further explained as follows (OCAI Online, 2021; Quinn, 1988; Quinn & Rohrbaugh, 1983):

- The Internal Process Model: The workplace is formal, structured, and controlled by procedures, orders, and rules. Dominant leadership styles are monitor and coordinator. Within this model is the process-oriented, structured control or hierarchy culture, which is a consistent and routine environment.

- The Rational Goal Model: Clear goals and objectives, planning, productivity, and creating a competitive advantage are the main attributes of this model; the roles of producer and director fall under this quadrant. Within this model is the results-oriented, competitive, or market culture, which is a result-based and fast-changing environment.

- The Human Relations Model: The organization here is a "team-oriented climate", where flexibility and relations between groups and individuals are core issues. The manager here is a mentor and a facilitator. Within this model is the people-oriented, friendly collaboration, or clan culture, which is a friendly working environment.

- The Open System Model: Innovation and pioneering initiatives are major aspects of this model, where the manager is a negotiator or broker who obtains external resources and influences decisions and an innovator who encourages change. Within this model is the dynamic, entrepreneurial, or adhocracy culture, which is a dynamic and creative working environment.
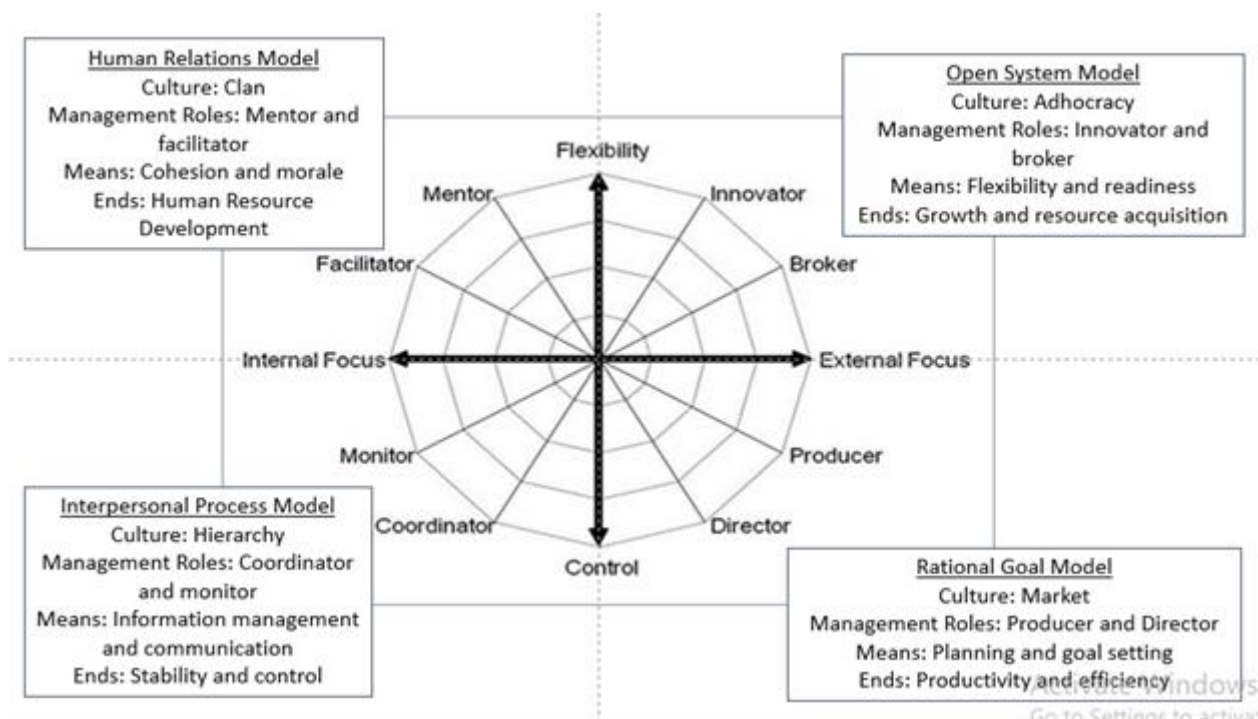

Figure 1. Competing Values Framework

Source: Quinn (1988); Quinn & Rohrbaugh (1983, p.369)

Based on this approach, the OCAI tool was developed to include 6 dimensions to represent the organizational culture (See Table 3 where these dimensions and their variables are listed) (OCAI Online, 2021).

Job satisfaction

Job satisfaction was defined as "the combination of psychological, physiological, and environmental circumstances that cause a person to truthfully say I am satisfied with my job" (Hoppock, 1935, p. 47). Vroom (1964) stated that it is the positive feeling of individuals toward their present jobs. Schultz (1982) described job satisfaction as the psychological

disposition of people toward their work. Lofquist & Davis described it as the positive reaction of the individual when his or her needs are fulfilled. Another way to describe it is as the attitude held by an individual about his or her job (Lok and Crawford, 1999). Job satisfaction results from employees' perceptions of their jobs and the degree to which there is a good fit between the employees and the organization. According to Schultz et al. (2003), it was described as the total of an individual's stance towards work itself, supervisors, colleagues, working conditions, and other job factors. This concept was measured in many ways; one of these, for example, is the Minnesota Satisfaction Questionnaire (MSQ), which comes in three forms: the short one and the ones of 1967 and 1977. It measures the degree to which vocational needs and values are satisfied on a job; these were measured on different 5-response choices (https://vpr.psych.umn.edu/msq-minnesota-satisfaction-questionnaire). Another example is the Job Descriptive Index Questionnaire, which was first published in 1969 by Smith, Kendall, and Hulin in their book "The Measurement of Satisfaction in Work and Retirement" (https://jobdescriptiveindex.info/), where the following factors were considered: the nature of work, compensation and benefits, attitudes toward supervisors, relations with co-workers, and opportunities for promotion. The Job Satisfaction Survey developed by Spector (1985) was partially used and rephrased in this study to measure levels of job satisfaction.

Organizational culture- job satisfaction model & hypotheses

The strong and significant relation between organizational culture and job satisfaction was found in different types of organizations such as hospitals (e.g., Mesfin et al., 2020), universities (e.g., Chipunza & Malo, 2017; Malo, 2015; Miharty, 2013; Nebojša et al., 2020), banks and industrial establishments (e.g., Abbas & Khan, 2020; Paais & Pattiruhu, 2020; Zavyalova & Kucherov, 2010), municipalities (Syauta et al., 2012), IT companies (Sharma, 2017), sport establishments (Choi et al., 2008), and biotechnology companies (Davoodalmousavi, 2013). As for the case of tourism and hospitality, few studies were conducted, and it was noticed that their focus was on private sector.

Tepeci (2005) targeted 174 hospitality and tourism management students at a south-eastern University in Turkey to assess organizational culture in hospitality organizations and test its influence on job satisfaction and intent to remain with the organization. Organizational culture proved to have such a strong effect that team orientation, people orientation, and employee development were of the highest influence in explaining employment outcomes. In Dirisu et al. (2017), managers and supervisors of selected six (6) hotels in Lagos State, Nigeria, were targeted to fill out questionnaires to measure the relations among organizational culture dimensions (employee orientation, innovation, customer focus, systematic and management control, and social responsibility), job satisfaction, and performance. Structural equation modeling (SEM) revealed that positive and significant relations exist among these variables. In a study by Zahid et al. (2017), 220 hotel employees from middle-range 3-star hotels in Pakistan were targeted to test if their job satisfaction is dependent on organizational culture. Most of the respondents expressed their desire to work in the same establishment because of the preferable organizational culture and the inner atmosphere. The same was found by Tejayadi et al. (2019), where 48 workers in Mercure Resort Sanur/Bali responded to a questionnaire that measured core values of organization culture (guest passion, sustainability, conquest spirit, and innovation) and job satisfaction; the variable of organizational culture had a parameter coefficient value of 0.259 with a p-value of 0.002. Caisen (2019) used correlation to test the relationship between job satisfaction as the dependent variable and the four dimensions of organizational culture, namely clan, adhocracy, hierarchy, and market, as the independent variables among 313 employees at tourism services and manufacturing industries in China; significant relations were found with clan culture being the dominant.

In Simovic et al. (2020), the typical type of organizational culture for 74 tourism businesses in Montenegro was explored, as was its influence on the level of employees' satisfaction. Most of the sampled tourism businesses belonged to the clan culture category, which implies positive interpersonal relations, friendship, mutual support, and teamwork. It was found that different levels of job satisfaction were linked to different types of organizational cultures in tourism, which are characterized by different values and norms. This applies as well to a study by Reidhead (2020), where the influence of organizational culture was significant on employee satisfaction at the Hotel Hilton in the United Kingdom. In Raicevic (2020), where both identifying the dominant type of organizational culture in tourism and hospitality in Montenegro and testing the influence of organizational culture on the satisfaction of employees were the main objectives of the study, the

analysis of 1312 employees in 74 companies showed that they fell under clan organization culture, which is distinguished by good interpersonal relations where mutual support and teamwork are clearly observed; moreover, the organizational culture had a significant influence on the satisfaction level among employees. In Day et al. (2022), 102 small business owners and managers in the tourism and hospitality industries in Ghana were surveyed, and transformational and transactional organizational cultures were significant predictors of job satisfaction. Dawson et al. (2023) employed the theory of work adjustment, where there was a focus on hospitality organizational culture and its impact on employees' job satisfaction and other variables. 210 hotel employees in Turkey responded to a survey that was designed for this purpose; the results indicated a significant effect of hospitality culture on turnover, service recovery performance, organizational citizenship behavior, and job satisfaction as a significant mediator.

By reviewing the previous studies that applied the Organizational Culture-Job Satisfaction Model in the tourism and hospitality professions (see previous section), it was found that they developed hypotheses where positive and strong influences or relations of organizational culture dimensions on job satisfaction were hypothesized, and they used correlation or SEM analysis to test such relations. Based on such validated models and previously implemented methods, the following model in Figure 2 was proposed in this study:
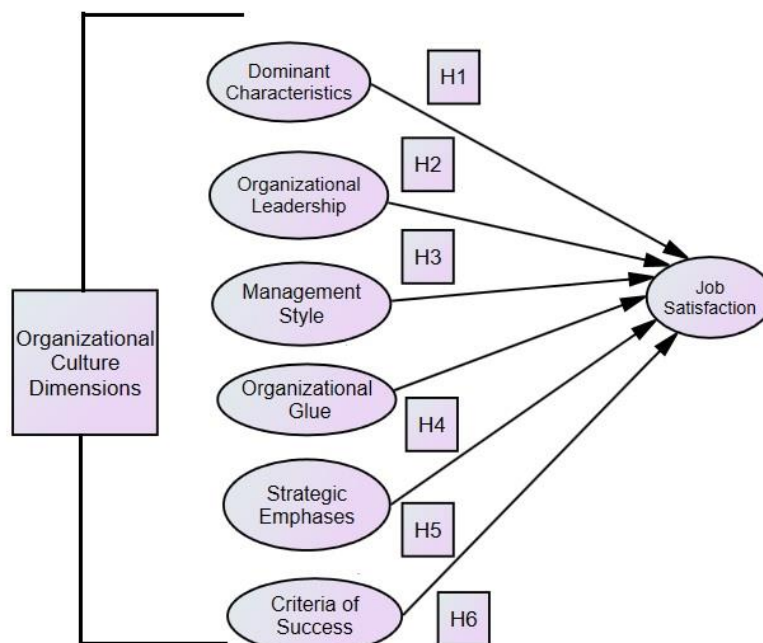

Figure 2. Organizational Culture- Job Satisfaction proposed model

The following research hypotheses were formulated to test the relations among variables in the proposed model:
Hypothesis 1:
H0: Dominant Characteristics do not have a significant positive effect on Job Satisfaction.
H1: Dominant Characteristics have a significant positive effect on Job Satisfaction.
Hypothesis 2:
H0: Organizational Leadership does not have a significant positive effect on Job Satisfaction.
H1: Organizational Leadership has a significant positive effect on Job Satisfaction.
Hypothesis 3:
H0: Management of Employees does not have a significant positive effect on Job Satisfaction.
H1: Management of Employees has a significant positive effect on Job Satisfaction.

Hypothesis 4:

H0: Organization Glue does not have a significant positive effect on Job Satisfaction.

H1: Organization Glue has a significant positive effect on Job Satisfaction.

Hypothesis 5:

H0: Strategic Emphases do not have a significant positive effect on Job Satisfaction.

H1: Strategic Emphases have a significant positive effect on Job Satisfaction.

Hypothesis 6:

H0: Criteria for Success does not have a significant positive effect on Job Satisfaction.

H1: Criteria of Success has a significant positive effect on Job Satisfaction.

Methodology

The study targeted the 333 workers in the Ministry of Tourism and Antiquities as a population (this was the total number of workers till the end of February 2021), from which a stratified proportional sample was derived based on the distribution of these workers in Jordanian Governorates. The total sample size was calculated with a margin of error of 5%, a confidence level of 95%, and a response distribution of 50%, and it came out to be 179 (this was calculated by the online sample size calculator ([Sample Size Calculator by Raosoft, Inc.](#)); such statistical constraints are acceptable in social sciences when there is a lack of previous studies (Djimeu & Houndolo, 2016); a sample size of 200 for all governorates was decided. The calculations of the stratified sample sizes were done using the formula: nh = (Nh/N)*n (where: nh is the sample size of the stratum; Nh is the population size of the stratum; N is the total population size; and n is the total sample size) (Cochran, 1977, pp. 90–93). A formal correspondence was sent to the Ministry to allow for the collection of data. The research assistant was allowed to ask workers directly if they were willing to respond to the questionnaire of the study, and then they were handed an Arabic version of this instrument. The size and the targeted sample in each stratum are shown in Table 1. 200 questionnaires were distributed to the targeted sample in March/April 2021; all of the questionnaires were returned (100% as a response rate); though some questions had missing responses, this is clarified through the valid N's in the descriptive statistics tables (Tables 3 and 4).

Table 1: The size and distribution of populations and targeted samples of centre and branches of Ministry of Tourism and Antiquities

Governorate	Population size of stratum	Calculated targeted sample size
Amman (the center)	171	103
Irbid	28	16
Jerash	19	11
Ajloun	20	12
Madaba	18	11
Balqa	20	12
Karak	15	9
Tafilah	13	8
Maan	16	10
Aqaba	13	8
Total	333	200

The study questionnaire was derived from two instruments. One is The Organizational Culture Assessment Instrument (OCAI, 2021), which was developed by Robert Quinn and Kim Cameron. This instrument aims to measure aspects of organizational culture: Dominant characteristics, Organizational leadership, Management of employees, Organization glue, Strategic emphases, and Criteria of success. These formed six indices with four observed variables for each. The other is

the Job Satisfaction Survey developed by Paul Spector (1985), where some of the statements were rephrased to be in the affirmative form; they had a total of 10 variables. The 34 variables were measured on a five-point Likert scale (1: Strongly disagree, 2: Disagree, 3: Neutral, 4: Agree, 5: Strongly agree).

A demographic section was included to gather information about respondents (i.e., gender, age, level of education, job title, and years of experience). Also, an introductory paragraph was put in to clarify the intention and purpose of the research and confirm the confidentiality of responses.

The research instrument was reviewed by a group of business administration professors at Jordanian Universities to ensure its face validity. The Cronbach alpha was used to measure the internal consistency of the questions in the indices. For the sub-indices of organizational culture items, they all had acceptable Cronbach's alphas (above 0.60 according to Pallant, 2005); these were as follows: Dominant characteristics (.843), Organizational leadership (.879), Management of employees (.808), Organization glue (.774), Strategic emphases (.870), and Criteria of success (.802), the 24 variables of organizational culture had an overall Cronbach alpha of (.827). As for the Job satisfaction index, it has a Cronbach alpha of (.927).

Analysis & results

Frequencies analysis was conducted to describe the basic attributes of the sample (demographic characteristics) (Table 2), and descriptive analysis was conducted to present means and standard deviations for organizational cultures and job satisfaction (Tables 3 and 4).

Table 2: The demographic characteristics of the sample

Characteristic		Frequency	Percentage
Gender	Male	101	50.5
	Female	99	49.5
Total of Valid N		200	100
Age	18-28	39	19.5
	29-39	65	32.5
	40-50	70	35
	51 or more	25	12.5
Total of Valid N		199	99.5
Level of Education	Less than High School	11	5.5
	High School	29	14.5
	Community College	33	16.5
	Bachelor's degree	94	47
	Masters	28	14
	PhD	5	2.5
Total of Valid N		200	100
Job position	Non-manager	130	65
	Department Head	20	10
	Manager	35	17.5
	Supervisor	12	6
Total of Valid N		197	98.5
Years of experience	1-5	34	17
	6-10	33	16.5
	11-15	53	26.5
	16 or more	76	38
Total of Valid N		196	98.5

As for the indices of organizational culture, the following variables had the highest means: the variable of considering the organization as a very personal place in the dominant characteristics index (M = 4.1200, SD = .81172); the variable of presuming the leadership as being a no-nonsense, aggressive, results-oriented focus in the organizational leadership index (M = 4.1350, SD = .78732); the variable of describing the management as individual risk-taking, innovation, freedom, and uniqueness in the management of employees index (M = 4.0859, SD = .77243); loyalty and mutual trust in the organizational glue index (M = 4.0303, SD = .69741); human development, openness, high trust, and involvement in strategic emphasis index (M = 3.8883, SD = .84980); conformity with the development of human resources, employee commitment, teamwork, and concern for people in the criteria of success index (M = 3.9545, SD = .72864); it is clear that most of these variables fall under the clan culture, followed then by the one of adhocracy. As for job satisfaction, the co-worker relations index had the highest mean scores: I like the people I work with (M = 4.1005, SD =.85868), and I don't have to work harder at my job because of the competence of the people I work with (M = 3.990, SD =.82663), while the pay and promotion index had the lowest means: I feel appreciated by the organization when I think about what they pay me (M = 3.3367, SD = 1.17732), and I feel my efforts are rewarded the way they should be (M = 3.2513, SD = 1.16219). As for correlations among organizational culture latent variables, all of these were above 0.60, which indicates a substantial relationship among them (Table 5).

Table 3: Means and standard deviations of organizational culture

Organizational culture dimensions and variables	N	Mean	SD
A) Dominant characteristics: The organization is…			
A1: a very personal place. It feels a lot like an extended family. Individuals share a lot of themselves. (Clan)	200	4.1200	.81172
A2: a very dynamic entrepreneurial workplace. Individuals have willingness to undertake risks and take a chance. (Adhocracy)	200	4.0250	.80474
A3: a well-controlled and structured workplace. And generally what employees do is governed by formal procedures. (Hierarchy)	200	3.9850	.77962
A4: a results-oriented workplace where huge emphasis on getting the job done is put. Individuals are very competitive and achievement oriented. (Market)	200	4.1100	.79439
B) Organizational leadership: Leadership in the organization is generally presumed to illustrate…			
B1: mentoring, facilitating, or nurturing. (Clan)	197	4.0000	.82685
B2: entrepreneurship, innovating, or risk taking. (Adhocracy)	199	4.0854	.87487
B3: a no-nonsense, aggressive, results-oriented focus. (Market)	200	4.1350	.78732
B4: coordinating, organizing, or smooth-running efficiency. (Hierarchy)	200	4.0750	.82021
C) Management of employees: The management style in the organization is described by…			
C1: teamwork, consensus, and participation. (Clan)	200	4.0250	.78579
C2: security of employment, conformity, predictability, and stability in relationships. (Hierarchy)	200	4.0150	.77315
C3: individual risk-taking, innovation, freedom, and uniqueness. (Adhocracy)	198	4.0859	.77243
C4: hard- driving competitiveness, high demands, and achievement. (Market)	198	3.9747	.78976
D) Organizational glue: The glue that holds the organization together is…			
D1: loyalty and mutual trust. Commitment to this organization is very high. (Clan)	198	4.0303	.69741
D2: devotion to innovation and development. There is an emphasis on being on the latest, greatest, and newest. (Adhocracy)	197	3.9594	.69867
D3: formal rules and policies. There is a great emphasis on maintaining the organization a smoothly running organization. (Hierarchy)	198	3.8434	.86719
D4: devotion to achievement and goal accomplishment. Mutual themes of	198	3.9040	.84654

Organizational culture dimensions and variables	N	Mean	SD
aggressiveness and winning exists. (Market)			
E) Strategic emphases: The organization put great emphasizes on…			
E1: human development, openness, high trust, and involvement. (Clan)	197	3.8883	.84980
E2: gaining new resources and foster new challenges. Embracing new things and seeking opportunities are extremely valued. (Adhocracy)	198	3.8030	.94337
E3: permanence and stability. Control, efficiency, and smooth operations are extremely valued strategies. (Hierarchy)	197	3.8528	.89423
E4: competitive actions and achievement. Dominant motive exists for reaching stretch goals and winning in the marketplace. (Market)	198	3.7626	1.01222
F) Criteria of success: The organization identify success…			
F1: on conformity with the development of human resources, employee commitment, teamwork, and concern for people. (Clan)	198	3.9545	.72864
F2: in line with having the most unique or newest products. The organization is a service leader and innovator. (Adhocracy)	197	3.8579	.82691
F3: on conformity with efficiency, low-cost production, service delivery, smooth scheduling. (Hierarchy)	199	3.9497	.75711
F4: in line with winning in the marketplace and outrun the competition. Competitive market leadership is the core value of success. (Market)	200	3.9250	.76308

Table 4: Means and standard deviations of job satisfaction

Job satisfaction indices and variables	N	Mean	SD
Co-worker relations			
S1: I like the people I work with	199	4.1005	.85868
S2: I find I don't have to work harder at my job because of the competence of people I work with.	200	3.9900	.82663
Supervisor relations			
S3: I can rely on my supervisor	200	3.8250	.96386
S4: My supervisor shows interest in workers' feelings and acknowledges their concerns	199	3.7186	.98021
The nature of the work			
S5: Rules and procedures make doing a good job clear and easy, also encourages achievement.	200	3.8250	.91023
S6: Work assignments are fully explained.	199	3.7889	.92424
Working conditions			
S7: Communications seem good within this organization	200	3.6400	.92449
S8: I like doing the things I do at work.	200	3.9100	.89774
Pay and promotion			
S9: I feel appreciated by the organization when I think about what they pay me.	199	3.3367	1.17732
S10: I feel my efforts are rewarded the way they should be.	199	3.2513	1.16219

To check the grouping of the variables, Exploratory Factor Analysis was conducted so measured variables were allowed to cluster by their correlations and covariances to prove the validity and suitability of the theoretical grouping suggested in this study. 5 factors out of 7 were generated by this analysis as follows to include the dimensions of organizational culture variables: the 4 variables of dominant culture were grouped under Factor 5, the 4 variables of organization leadership were

grouped under Factor 4, the 4 variables of management of employees, and the 3 variables of Criteria of Success were grouped under Factor 3. The 4 variables of organizational glue were grouped under Factor 6, the 4 variables of strategic emphases, and the remaining variable of criteria of success were grouped under Factor 2. While the two variables of co-worker relations and job satisfaction were grouped under Factor 7, the other eight variables were under Factor 1. Bartlett's Test of Sphericity had significant correlations.

Confirmatory factor analysis (CFA) was conducted to verify the factor structure of the measured variables and test the hypothesis that a relationship between observed variables and their underlying latent constructs exists (Figure 3). Overall, the model had acceptable goodness of fit measures of (CMIN/DF = 2.38) (Chi Sq. = 1367.117, df = 512); NFI "Normed Fit Index = 0.72; RFI "Relative Fit Index" = 0.68; TLI "Tucker-Lewis Index" = 0.77; CFI "Comparative Fit Index" = 0.80; and RMSEA "Standardized Root Mean Square Residual" = (0.09). This indicates that the model partially fits the data and can be used to test the hypotheses of the study.

As for testing the influence of organizational culture on job satisfaction, Structure Equation Modelling was conducted to measure and analyse the relationships of observed and latent variables as proposed by the study hypotheses (Figure 4). All of the latent variables were of insignificant influence on job satisfaction; the highest regression coefficient was for the latent variable of management of employees (β = .529), while it was the lowest for the variables of dominant characteristics (β = -.018), and organizational glue (β = -.097) (Table 6). The measures of goodness of fit for the proposed model were as follows: the measure of the chi-square/df (or CMIN/DF as put by AMOS 23.0) gave a value of 2.670 (Chi-square = 1367.117, Degrees of Freedom = 512, p value was < 0.05; NFI "Normed Fit Index" = .720, TLI "Tucker-Lewis Index" = .768, RFI "Relative Fit index" = .675, and CFI "Comparative Fit Index" = .801. These measures are usually considered satisfactory when > 0.90, though, such values are acceptable since these measures are sensitive to sample size (which is 200 in this study); the same can be said about RMSEA "Standardized Root Mean Square Residual" .092, which is considered satisfactory when < 0.05, this measure is positively biased, such bias is greater for small sample size. It can be indicated that the model still partially fits the data and explains the relationships among the theoretical concepts.

Table 5: Correlations among dimensions of organizational culture

Variables			r
Organizational leadership	<-->	Management of employees	.873
Management of employees	<-->	Organizational glue	.910
Dominant characteristics	<-->	Management of employees	.828
Dominant characteristics	<-->	Organizational glue	.812
Organizational leadership	<-->	Organizational glue	.824
Organizational leadership	<-->	Criteria of success	.810
Organizational glue	<-->	Criteria of success	.913
Dominant characteristics	<-->	Criteria of success	.749
Management of employees	<-->	Criteria of success	.937
Dominant characteristics	<-->	Strategic Emphasis	.699
Organizational leadership	<-->	Strategic Emphasis	.744
Management of employees	<-->	Strategic Emphasis	.814
Organizational glue	<-->	Strategic Emphasis	.875
Dominant characteristics	<-->	Organizational leadership	.834
Strategic Emphasis	<-->	Criteria of success	.883

Table 6: Regression weights for the Organizational Culture- Job Satisfaction proposed model

Dependent variable		Independent variables	β	S.E.	P
Job satisfaction	<---	Organizational glue	-.097	.145	.685
	<---	Criteria of success	-.114	.203	.735
	<---	Organizational leadership	.231	.087	.110
	<---	Management of employees	.529	.210	.130
	<---	Dominant characteristics	-.018	.081	.895
	<---	Strategic Emphasis	.257	.106	.145
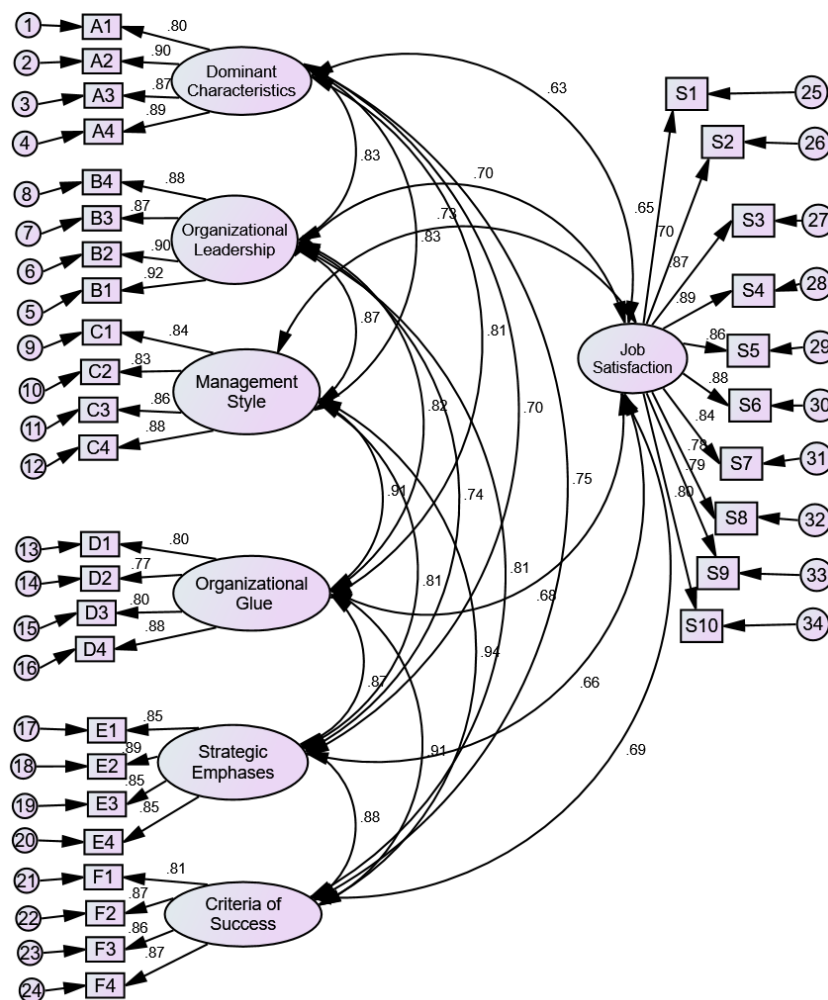
Figure 3: Organizational Culture – Job Satisfaction Confirmatory Factor Analysis with regression weights

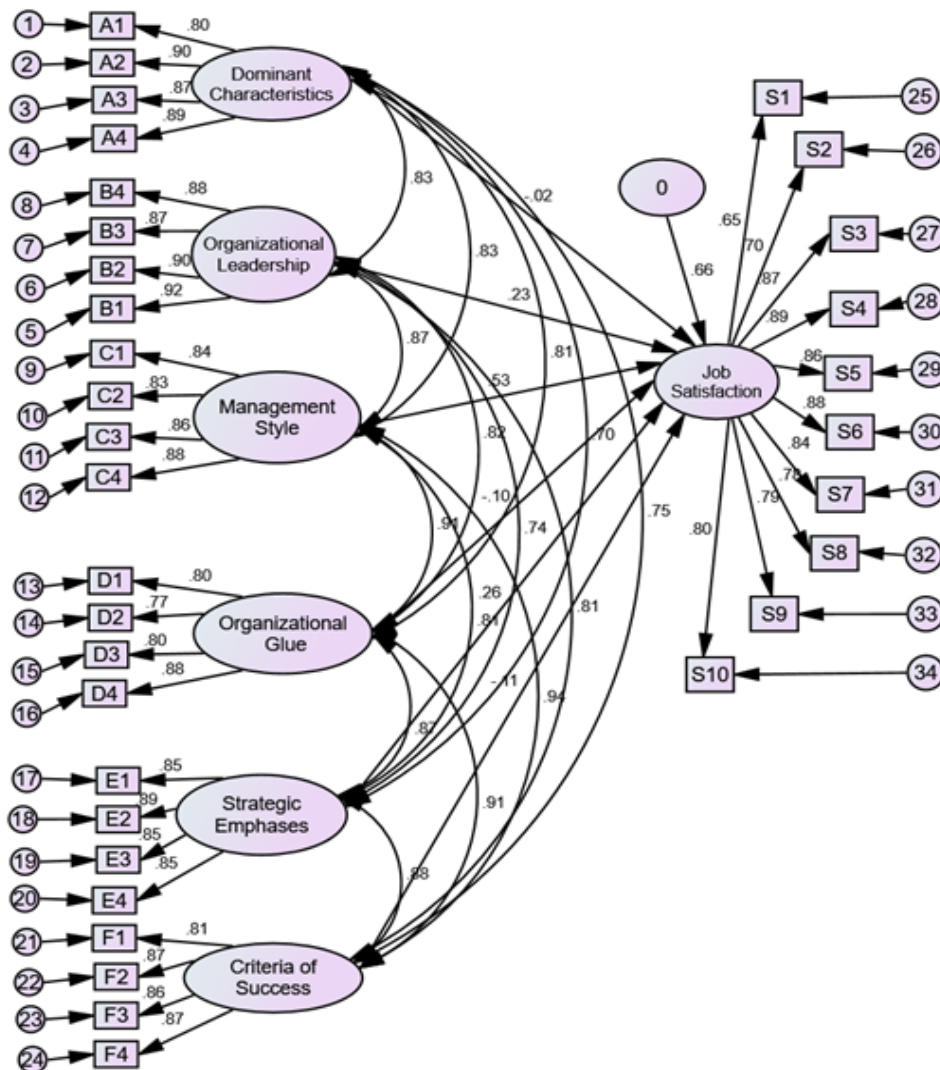(Refer to Tables 3 and 4 for the labels of observed variables in the model)

Figure 4: Organizational Culture – Job Satisfaction SEM model with regression weights

(Refer to Tables 3 and 4 for the labels of observed variables in the model)

Discussion & conclusions

The only limitation of this study is the lack of previous research studies on the topic, which have allowed for analysis conducted in this context. As indicated from the results above, the dominant cultures in the Ministry of Tourism and Antiquities were clan and adhocracy, whereas in many studies the hierarchical culture is prevalent in public organizations, which are marked by high levels of bureaucracy (e.g., Abassa & Didi, 2021; Twinomujuni, 2019; Goula, 2020; Öztürk & Tetik, 2021; Panagiotis et al., 2014; Parker & Bradley, 2000; Rukh & Qadeer, 2018; Vlaicu et al., 2019). Though it should be mentioned that few studies could diagnose clan culture as being dominant in such organizations (e.g., AlHarbi & Abedelrahim, 2018; AlSheshhi et al., 2021; Giritli, Undated). As for the clan culture, the emphasis is on values such as belonging, trust, and participation; also, group maintenance is a main purpose of the organization. Attachment and membership are the motivational factors; leaders are supportive, considerate, and facilitate interaction among workers. As for the adhocracy culture, the focus is on growth, creativity, and adaptation. Leaders are idealistic and willing to take risks; they also give priority to acquiring additional resources, markets, and external support (Denison & Spreitzer, 1991). This

means that employees in the Jordanian Ministry of Tourism and Antiquities positively perceive their organization as supportive and encouraging teamwork, creativity, and growth.

The Jordanian society is considered as a transitional society, where people are a mix of two groups: the traditional conservative, and modern calling for social reforms (Qutub, 1973). According to Riggs (1964), such transitional or prismatic societies are characterized with formalism which is witnessed in all aspects of social life, though, norms continue to dominate the affairs. Despite the modernization took place in different aspects of Jordanian society life, the soul of tribe and strong social bonds are still obvious among individuals. The population of Jordan is an interconnected social unit despite its ethnic diversity (Gharaybeh, 2014). This would explain the dominance of clan and adhocracy cultures in the ministry under study. Though, more studies in the future should be conducted in other ministries and public sectors in Jordan.

As for having no significant influence of organizational culture domains on job satisfaction, this could be due to the bureaucratic nature of the organization as a public body, where high levels of control, centralism, and inflexibility exist. According to Isa et al. (2016), an organizational culture is of great significance since employees may be more successful and aware of their potential when it fits their culture, regardless of cultural practices. Moreover, "a culture type works best in the activities domain that aligns with its values" (OCAI Online, 2021). This would then confirm the need to make the work environment and culture more supportive and entrepreneurial to make employees perceive their jobs more positively. This goes with the findings of several previous research works, such as Bigliardi et al. (2012), Finlay et al. (1995), Gilbert (1991), Jamshed & Siddique (2020), Langer et al. (2017), Sharma (2017), and Silverthorne (2004).

It was noticed through descriptive analysis that most of the observed variables in the dimensions of dominant characteristics, organizational leadership, and management of employees on the OCAI had high mean scores (between 4: agree and 5: strongly agree); this was not the case though for organizational glue, strategic emphasis, and criteria of success, where the means were mostly between 3: neutral and 4: agree (Table 3). It can be indicated from the results that variables that relate to innovation, smooth operating, reaching goals, achievement recognition, and awarding are not scoring high if compared to other variables in organizational culture dimensions. Moreover, job satisfaction had low means; the variable of liking other workers was the only one with a mean score above 4; the other 9 variables were (between 3: neutral and 4: agree) (Table 4); and most particularly, the pay and promotion index had the lowest means: I feel appreciated by the organization when I think about what they pay me (M = 3.3367, SD = 1.17732); and I feel my efforts are rewarded the way they should be (M = 3.2513, SD = 1.16219).

It should be noted though that improving organizational culture and job satisfaction in the public sector is not an easy task at all; higher levels of flexibility are enjoyed in the private sector when it comes to reward and sanction procedures, and the bureaucratic nature of the public sector may slow internal changes to policies and practices and make it more exposed to external forces as funding threats (CAPI, 2017). For this, "appropriate leadership styles, prosocial behavior, rewards, organizational commitment, organizational justice, empowerment, emotional intelligence, and organizational communication can increase job satisfaction in public sector organizations" (Putra et al., 2023). According to Sukati and Oliphant (2015), and Kumar et al. (2013), the followings are some vital recommendations for the public sector to improve job satisfaction, and which can be applied in the Ministry of Tourism and Antiquities:

- Improving existing recognition and reward system with ensuring its fairness and consistent application.
- Goal-setting technique should be encouraged since this will expose employees to challenging work opportunities, stimulate innovation and creativity at work.
- Improving human resources policies to encourage more team work since it ensures better productivity as opposed to working in silos.
- Enhancing work conditions and revising compensation scales.
- Redesigning job description to have a scope of enrichment and interest, also increasing awareness among employees with career paths and required training and skills' development.
- Monitoring job satisfaction on regular basis with considering feedback of employees on work environment, which comes as part of quality insurance.

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