International Academic Institute for Science and Technology

International Academic Journal of Science and Engineering
Vol. 1, No. 2, 2014, pp. 36-44.

ISSN 2454-3896

International Academic Journal of Science and Engineering

www.iaiest.com

Relationship of Organizational culture, Teamwork and Job satisfaction in interprofessional teams

Mona Fakhari

Masters student of Industrial Engineering- Management and Productivity, Eyvanekey University, Tehran, Iran.

Abstract

Team effectiveness is often explained on the basis of input-process-output (IPO) models. According to these models a relationship between organizational culture (input = I), interprofessional teamwork (process = P) and job satisfaction (output = O) is postulated. The aim of this study was to examine the relationship between these three aspects using structural analysis.

In this paper, with one model, the relationship between organizational culture, teamwork and job satisfaction to be addressed.

The results showed that 35 percent of job satisfaction using structural equation model that includes corporate culture and teamwork is predicted. Compare this model to predict IPO ((organizational culture (I), inter-agency working group (P), job satisfaction (O)) and IO model to predict ((Organizational culture (I), job satisfaction (O)) showed that organizational culture has been completely modified by a working group within the organization.

Organizational development through the promotion of a culture of teamwork that led to raising productivity and job satisfaction, and ultimately the development of society is to be institutionalized in the culture of the organization.

The results underpin the importance of organizational teamwork within the show. In order to increase the efficiency of teamwork within the organization, interactions and side effects can be proposed and should be supported. While existing rules and regulations of employees in organizations to shape behaviour, organizational culture dictates the behaviour of informal workers.

Keywords: Organizational culture, Teamwork, Job satisfaction

Introduction:

In today's competitive environment compatibility, respond well to changes in the environment and organization in order to maintain their competitive advantage.The environmental compatibility can effectively improve the efficiency of enterprise management. But also create strategies that have strong mechanisms to predict environmental change is a real trend.

It is essential that the activities of the organization to constantly be modified. And also the organization of learning (knowledgeable) that can be used to recognize environmental needs and it provides the necessary tools to adapt and to survive. And leaders can pass through their insights and creating learning opportunities for subordinates, capacity and capabilities to improve organizational learning.

So if organizations want to develop their learning, managers should increase their learning capacity of individuals and work teams and, in addition, create a climate that encourages organizational learning culture. This also enhances organizational productivity (Asio, 2015). Thus, employees and managers can be an important source of organizational success through leadership and create a flexible work environment and job satisfaction improved with the atmosphere and cause more interested employees to find work.

Robbins believes that leadership and organizational culture, such as personnel outputs (productivity, absenteeism and job satisfaction) affects. The result is a growing perception that job satisfaction for employees and job satisfaction is a positive emotional state contributes a lot to the mental and physical health.

Organizational Culture

Organizational culture is an issue that has recently crept in knowledge management and organizational behaviour in the territory. Looking for new ideas and research in management, organizational culture increasingly important and one of the main topics and focus of management is formed.

Demographers, sociologists and psychologists and economists recently particular attention paid to this topic and to identify new and important management role and its importance has caused a lot of theory and research in solving management problems have employed. The study was conducted by a team of scholars in the field of management and organizational culture as one of the most known of the country's progress. So many researchers believe that Japan's success in the industry and their attention to corporate culture management is an important issue. Organizational culture is a set of beliefs and values affect the behaviour and thinking of members of the organization and can be a starting point for mobility or pose an obstacle to progress. A combination of two words and the culture of a new idea has emerged that none of the two words in the thought not. A metaphor for disciplining organization, while elements of culture are neither regular nor order. Culture helps the organization to speak about anything apart from technical issues and makes some kind of mental emerge with a mystery. So we can say that culture in an organization like the character in a human being. The purpose of the corporate culture, a system of common realization that members of an organization and eliminate the two organizations have the same characteristics from each other. Organizational culture is a phenomenon that is in the organization and all members agree that an invisible hand will guide people to a kind of invisible. Understanding what makes

an organization's culture, style and durability to help us to create better able to explain the behaviour of individuals in the organization. Therefore, the corporate culture is as a set of values, beliefs, opinions, assumptions and shared norms governing the organization. In fact, organizational culture is what makes a true phenomenon is taught to new members and it represents the unwritten and sensible organization.

Characteristics of organizational culture

Culture, if a system of common understanding to know members of an organization, a system consists of a set of characteristics that the organization values their or their values. 10 Features include:

1- Individual creativity: The responsibility, freedom and independence of people with.
2- Risk: The extent to which people are encouraged to take the initiative, to risk their jobs and their ambition.
3- Leadership: The extent to which the goals and practices that are expected to be done is clear.
4- Integration: The degree to which the units operate within a coordinated approach.
5- Management support: The extent or degree to which managers establish communication with their subordinates, they help them or support them.
6- Control: The number of rules and regulations and the direct supervision of the managers on the behavior of people applying.
7- Identity: The degree to which individuals or entire organizations (and not a specialty of one particular group or string) to represent their own.
8- Bonus: The bonus or the degree to which method of allocation (ie a raise and promotion) based on performance indicators personnel is not based on history, patronage and other such indicators.
9- Compromise with conflict phenomenon: The extent or degree to which people are encouraged to create conflict and receptive to criticism evident.
10- Communication pattern: The degree to which corporate communications hierarchy or formal requirements are limited.

The results of studies to evaluate employee commitment and the value of their basic ideas have been successful in some organizations, according to the degree of importance of 10 characteristics of organizational culture is as follows:

Performance, honesty, competition, the spirit of teamwork, spirit of enterprise, innovation, management support, individual success, loyalty and history of the organization.

If a corporate culture from the angle of the 10 features to be considered, it comes complete picture. This image, which reflects the underlying feelings of members, their common understanding, way of doing things and their behaviour.

Factors influencing organizational culture

Given the breadth of issues related to the culture of numerous factors, each of which can be introduced as a result of an organization affects the culture of a society. The major factors are:

Climate, geography, religion, dominant social system (micro and macro) of each of the above factors are effective in building and strengthening or development of cultural and historical factors in each of the above factors are effective in building and strengthening or cultural development and historical factors in each of these factors is on-going.

But what distinguishes public organizations from other organizations is that leadership of these organizations with pressures such as: office complex rules of political interference, the changes that arise as a result of the election period in offices, jobs and incompatible goals face a relatively short tenure. In such cases the organizations leaders to influence organizational culture have little competence. For the above factors affect their own culture.

Another factor that affects organizational culture is the culture of the community. It should be noted that organizational culture is a delicate bilateral relationship with society. Each organization has its own unique cultural and other organizations to create the culture is different. Corporate Culture and education are sets of meanings within the organization and will be discussed. But always the cultural influences of social and historical processes affected. Culture on organizational culture affects organizational cultures and their impact on the cultural trend.

Teamwork

A team is a dynamic force some people to perform a task or project that has brought together the joint. Team members talk about their own views. Plans are to investigate, decide and work to achieve this goal. A team is a small number of people with complementary skills, which is to achieve a common goal in their collaborative work. So that in this way all team members against each other and the ultimate goal are responsible. The successful team can be formed from 2 to 22 people or more. But what is more important than the number of team members form the template and team spirit, all the result determines the duties of team members.

Cultural diversity in the team

Culture plays an important role in perception between groups. Some previous studies showed that teams include members with different cultures, have low correlation compared to homogeneous culture. Such findings in the light of the similarity theory, which states that human beings are attracted to people who are similar to them. (Drovry and Wright, 2003)

Personality characteristics of team members

Personality characteristics, relatively stable characteristics that can be readily treated by interventions such as education, unchanged. Recent evidence in the literature of that personality variable associated with job performance, he stated that the character of the members of the team may be useful benchmark. Use characters selected in the team more complex than the simple use of its territory as a standard predictor for job performance of individuals. Not only the personality of team members must be appropriate to the demands of the job, the team and therefore must be consistent personality. In a team, personality compatibility group members a contributing factor in productivity. It can also be said that the team, a compensating relationship between personality factors and the next performance there. This means that if a personality is positively related to job requirements, low scores of people in an agent can be compensated with high scores and other members of the same agent. It studies the personality of team members' heterogeneity in terms of job the next performance, they have offered conflicting results. A line of thought is that a combination of personality types to optimize the team's performance, especially when the job is varied characteristics is necessary. Another view is that the properties of the heterogeneity of

team members, interpersonal conflicts breeding grounds to the user. In fact, people in disparate groups might want to be transferred to consistent groups.

The benefits of teamwork

Successful teams and teamwork satisfy your strategic goals. Good team work increased any of your employees and helps you give better service to its customers.

Five teams, each organization needs to:

1- The leadership team:
Consultants head, manager or director of a field. Group leadership team that must work together your organization to lead. Leadership team responsible for the strategic objectives of your organization. Leadership team pours map, goals Determined, and provides guidelines to manage the organization.

2- Stimulus team:
The team presented its plans and activities to do to create positive incentives for employees breathless.

3- Health and safety team:
The team takes care of people's safety in the workplace.

4- The welfare of employees:
The well-being of the employees working on health and fitness.

5- Team communication and culture:
The team works to define the organization's culture to achieve success and create. The team also Two-way communication and staff training to ensure your organization's chain of command respect are. This team can provide weekly newspaper, the organization's most recent events. And every three months in the field of employee satisfaction research. Check for problems and to solve them with the leadership team Consult and, if necessary, propose its recruiting. The point is that the team time to peak Success turns out, that two former team do its work properly. Maybe if you read this essay as an executive at a well say that an increase in cost? But now the team knows that if you do not have to take these measures to their staff do not do. This has recently been done in several organizations. All of which leads to a strong and growing organization that leads the staff with a bias it toward success.

Job Satisfaction

One of the first definitions of the job satisfaction is belong to Herzberg (1959) and his colleagues. According to Herzberg, job satisfaction is two different aspects. One of these dimensions is known to cause health and exteriors jobs include environmental features such as supervision, salary, interpersonal relationships, work situations is an agreement. The second dimension is known as the factors that motivated the factors related to the duties, job content and aspects within it, and it includes aspects such as the importance of achievement, responsibility and growth.

Many people more than anything else, internal factors (such as achievement, recognition, etc.) as sources of satisfaction and external factors (enterprise policy, supervision, salary, relationship with colleagues, etc.) as factors that have expressed dissatisfaction. Many experts believe that now is the difference between what a person is looking at what could be an indicator of job satisfaction.

Table 1- Maslow's hierarchy of needs and ways of satisfying those in the organization

Fulfilling organizational	Fulfilling the overall	Level of needs
Wages, bonuses and benefits Accessories	Food, water, rest	Physiologically
Working conditions, safety and job security	Safety, reliability, stability and protection	Security
Interconnected work group, led by friendly and group membership	Love, affection, belonging	Social
Job title, feedback from managers and feedback from clients	Self-respect and respect from others	Self-esteem
Challenging work, opportunities for creativity, career advancement and promotion of organizations	Authority, prestige, credibility, growth, development and creativity	Self-actualization

However, among experts about the factors that could meet the needs of Maslow, provide higher job satisfaction, there is disagreement. For example, the methods Lussier (1997) to meet the needs of five rise somewhat different. The lists of factors Lussier are shown in Table 2

Table 2- List of factors Lussier

Satisfying of	The need
Appropriate and adequate salary, short breaks, safe working conditions	Physiological
Salary increases to compensate for inflation, job security, safe working conditions, fringe benefits (health insurance, sick pay, etc.) that can also support the .physiological needs	Safety
Create opportunities for employees to interact with each other, acceptance and love through activities such as festivals, corporate events, employee collective trips and sports teams	Social
Organizational posts, satisfaction of completing a task, increase competence, rights, recognition, appreciation challenging tasks, participation in decision-making and the opportunity to progress	Self-esteem
Employee skills development opportunities to be creative, to develop and improve the ability to have full control over jobs	Self-actualization

Analysis method:

The aim of the present study using the model shown in Figure 1 is a structural analysis. According to this model, the impact of organizational culture on job satisfaction and teamwork has been identified. In this theoretical model, corporate culture as an input variable, teamwork and job satisfaction as a process variable output is expressed as a variable. The results showed that 35% of job satisfaction includes both the organizational culture and teamwork.

Specifically, in this model ,
A) Evaluate variables
B) Estimates and forecasts of the relationship between organizational culture, teamwork and job satisfaction is obvious.

As shown in Figure 1, there is a direct correlation between organizational culture and job satisfaction. According to model processes and relationships within the model, the following hypotheses were formulated:
Hypothesis 1: The data can be adequately modelled based on the theory of structural equation modelling.
Hypothesis 2: A) Working Group intermediary between organizational culture and job satisfaction.
B) Organizational culture independent of job satisfaction.

Figure 1- The impact of organizational culture on teamwork and job satisfaction (IPO Model)

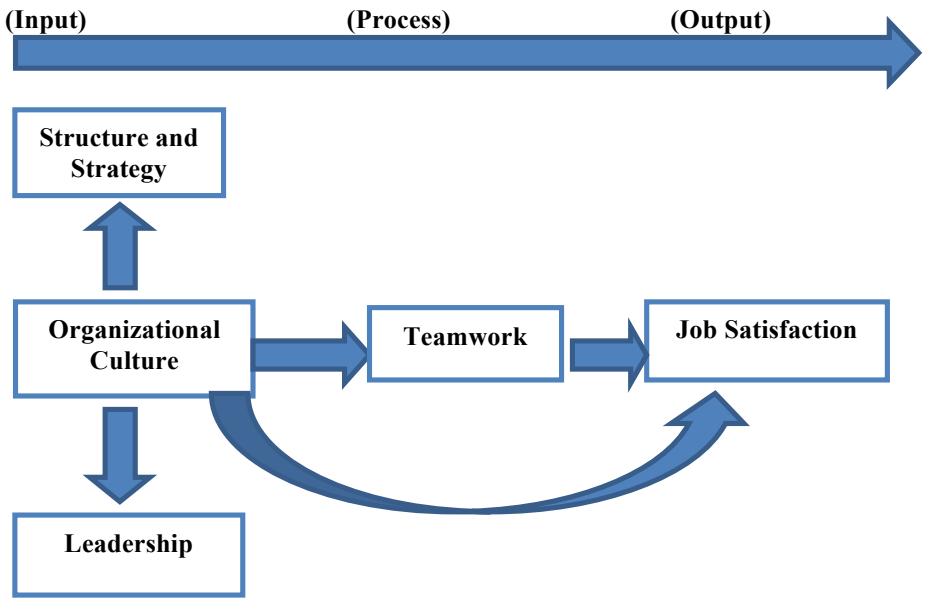
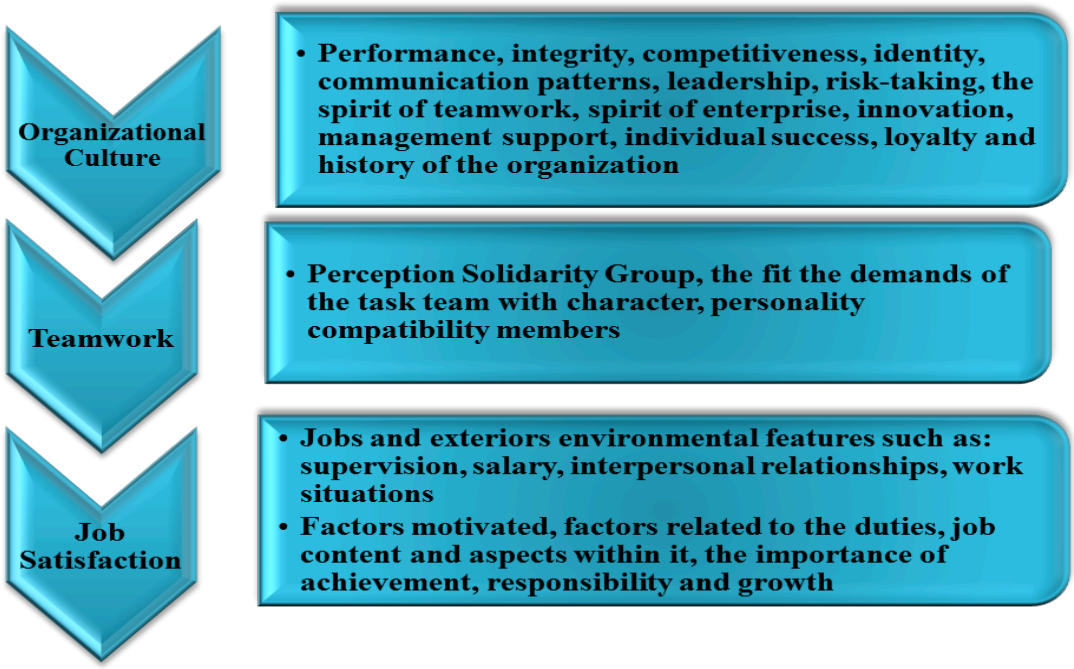


Figure 2- Conceptual Model Research



Results:

Researchers in the field believe that corporate culture is the culture of the organization, such as the character of the person. And believes that to create prosperity in the society should be explored in terms of their personality. Accordingly to create organizational development resulting in increasing productivity, teamwork and job satisfaction, and ultimately the development of culture are to be investigated. Basically, the culture of human understanding of the environment in which it refers and introduces life and behaviour. Culture comprises the moral sense is for each team within the organization boundary between right and wrong or good and evil determines the general culture and the way of thinking and behaviour management, leadership style, employees who work within the organization as team and affect job satisfaction. If we accept that modern man cannot live apart from institutions and organization of his fellows, so it must be accepted that much of the behaviour of the organizations he originated. If the laws and regulations in the official behaviour of employees in organizations shape organizational culture dictates the behaviour of informal workers.

References:

Asio, S. M., & Khorasani, S. T. (2015, January). Social Media: A Platform for Innovation. In *IIE Annual Conference. Proceedings* (p. 1496). Institute of Industrial and Systems Engineers (IISE).

B. Han, L. Liu and E. Omiecinski. (2012). NEAT: Road Network Aware Trajectory Clustering. Proceedings of the 2012 IEEE 32nd International Conference on Distributed Computing Systems (ICDCS '12), (pp. 142-151). Washington.

C. Jiashun. (2012). A New Trajectory Clustering Algorithm Based on TRACLUS. Computer Science and Network Technology (ICCSNT), 2012 2nd International Conference, (pp. 783-787). Changchun.

C. Jiashun and P. Dechang. (2013). A New Trajectory Clustering Based on Paritition-Cluster-Extration. Computational and Information Sciences (ICCIS '13), (pp. 783-787). Washington.

C. Genolini, J. B. Pingault, T. Driss, S. CôTé, R. E. Tremblay, F. Vitaro, C. Arnaud, and B. Falissard. (2013). A non-parametric algorithm for clustering joint Trajectories. Computer methods and programs in biomedicine, 109, 104-111.

H.J.Chu, C.J.Liau, C.H.Lin and B.S. Su. (2012). Integration of fuzzy cluster analysis and kernel density estimation for tracking typhoon trajectories in the Taiwan region. Expert Systems with Applications, 39, 9451–9457.

H.K.Pao, J.Fadlil and H.Y.Lin. (2012). Trajectory analysis for user verification and recognition. Knowledge-Based Systems, 34, 81-90.

J. Gil Lee, J. Han and K. Y. Whang. (2007). Trajectory clustering: a partition-and-group framework. Proceedings of the 2007 ACM SIGMOD international conference on Management of data (SIGMOD '07), (pp. 593-604).

J.Han, M.kamber and J.pei. (2011). "Data Mining: Concepts and Techniques" (3rd ed.). Academic Press, Morgan Kaufmarm Publishers.

L. Bermingham and I. Lee. (2015). clustering, A general methodology for n-dimensional trajectory. Expert Syst. Appl., 42, 7573-7581.

M. Debnath, P.K. Tripathi and R. Elmasri. (2013). A Novel Approach to Trajectory Analysis Using String Matching and Clustering. IEEE 13th International Conference on Data Mining Workshops, (pp. 986-993). Dallas.

O.Ossama, H.M.O.Mokhtar and M.E.El-Sharkawi. (2011). An extended k-means technique for clustering moving objects. Egyptian Informatics Journal, 12, 45-51.

P. Grunwald, I. J. Myung and M. Pitt. (2005). Advances in Minimum Description Length: Theory and Applications. MIT Press.

Systems, U. W. (2015, April 28). unisys.com. (Unisys Weather Information Systems) Retrieved 10 01, 2015, from http://weather.unisys.com/hurricane/atlantic