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The Impact of Organizational Culture on Employee Satisfaction

A Field Study on Dr. Soliman Fakeeh Hospital in Jeddah

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I am also thankful to all participants who responded to the questionnaire with openness and honesty. Their input provided the empirical foundation upon which this study was built.

Finally, I dedicate this achievement to my family, whose unwavering support and belief in me have been a source of strength throughout my academic and professional journey.

Copyright and Declaration

I, **Raed Omar Shawosh**, hereby declare that this Master's research project titled:

"The Impact of Organizational Culture on Employee Satisfaction: A Field Study on Dr. Soliman Fakeeh Hospital in Jeddah"

is my original work and has not been submitted previously, in whole or in part, for the award of any academic degree at any university or institution.

All sources of information and references used in this research have been clearly acknowledged and cited following the APA 7th edition style.

I also acknowledge that all intellectual property rights and publication rights related to this project are the property of **Midocean University**, and the university holds full rights for reproduction, archiving, and publication in academic journals or institutional repositories.

المخلص

تهدف هذه الدراسة إلى استكشاف أثر الثقافة التنظيمية على رضا الموظفين في بيئة العمل الصحية، وذلك من خلال دراسة ميدانية على مستشفى الدكتور سليمان فقيه بمدينة جدة في المملكة العربية السعودية. تتناول الدراسة مفهوم الثقافة التنظيمية كعامل مؤثر في تحفيز الموظف، وانتمائه المؤسسي، ورضاه العام عن العمل. وقد استخدمت الدراسة المنهج الوصفي التحليلي، واستندت إلى أداة استبائية لجمع البيانات من عينة مكونة من 50 موظفًا من مختلف الأقسام الإدارية والطبية داخل المستشفى.

أظهرت النتائج وجود علاقة ارتباط معنوية بين الثقافة التنظيمية وأبعاد الرضا الوظيفي، حيث تبين أن العناصر الثقافية مثل المشاركة في اتخاذ القرار، الشفافية، والدعم الإداري تسهم بشكل مباشر في رفع مستوى الرضا. كما كشفت الدراسة عن بعض الجوانب السلبية في الهيكل التنظيمي وأساليب التواصل الداخلي، والتي تؤثر سلبًا على الرضا العام للموظفين.

توصي الدراسة بضرورة تطوير الثقافة التنظيمية بشكل يعزز من بيئة العمل الإيجابية، ويزيد من تفاعل الموظفين، ويعزز الولاء المؤسسي، وذلك من خلال سياسات موارد بشرية أكثر فاعلية.

Abstract

This study aims to examine the impact of organizational culture on employee satisfaction within a healthcare environment, using a field study conducted at **Dr. Soliman Fakeeh Hospital** in Jeddah, Saudi Arabia. The research explores organizational culture as a key factor influencing employee motivation, institutional commitment, and overall job satisfaction. A descriptive-analytical methodology was employed, and data were collected through a structured questionnaire administered to a sample of 50 employees from various administrative and clinical departments.

The results revealed a statistically significant correlation between organizational culture and different dimensions of employee satisfaction. Key cultural elements such as participative decision-making, transparency, and managerial support were found to have a direct and positive impact on satisfaction levels. The study also identified organizational challenges, including internal communication gaps and rigid structures, that negatively affect employee morale.

The study recommends developing a more dynamic and inclusive organizational culture that fosters a positive work environment, enhances employee engagement, and strengthens institutional loyalty through more effective human resource policies.

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Chapter One: General Framework

1.1 Introduction

Organizational culture has emerged as a central element influencing employees' behavior, motivation, and satisfaction. In complex and high-pressure environments such as hospitals, where teamwork, discipline, and communication are essential, the prevailing organizational culture can either empower employees or diminish their morale. This study focuses on

understanding how organizational culture affects employee satisfaction at Dr. Soliman Fakeeh Hospital in Jeddah, Saudi Arabia.

1.2 Problem Statement

Despite increased awareness of employee engagement in healthcare institutions, many staff members report dissatisfaction with organizational support, communication channels, and recognition. The lack of clarity in internal procedures and weak human resource practices often result in employees being present only for financial compensation, without genuine connection to the organizational mission.

Therefore, the study seeks to answer the question:

To what extent does organizational culture influence employee satisfaction at Dr. Soliman Fakeeh Hospital?

1.3 Research Objectives

- To explore the dominant organizational culture traits at Dr. Soliman Fakeeh Hospital.
- To evaluate the level of employee satisfaction within different departments.
- To examine the relationship between organizational culture dimensions and employee satisfaction.
- To provide evidence-based recommendations to improve organizational culture and increase employee satisfaction.

1.4 Research Questions

1. What are the prevailing characteristics of organizational culture at Dr. Soliman Fakeeh Hospital?
2. What is the current level of employee satisfaction among hospital staff?
3. Is there a statistically significant relationship between organizational culture and employee satisfaction?

1.5 Hypotheses

- **H₁:** There is a significant relationship between organizational culture and employee satisfaction.
- **H₀:** There is no significant relationship between organizational culture and employee satisfaction.

1.6 Significance of the Study

This research is valuable on two levels:

Academic significance: It contributes to the limited body of knowledge on organizational behavior in Saudi healthcare institutions, particularly in relation to employee satisfaction.

Practical significance: The findings can support decision-makers at Dr. Soliman Fakeeh Hospital and similar institutions to foster a more effective work environment through cultural improvements.

1.7 Study Limitations

- The study is limited to Dr. Soliman Fakeeh Hospital in Jeddah.
- The sample includes a maximum of 50 participants across administrative and clinical departments.
- The results reflect perceptions at a specific point in time and may not capture long-term cultural effects.

1.8 Definition of Key Terms

- **Organizational Culture:** A system of shared values, beliefs, and behaviors that shape how work is done in an organization (Schein, 2010).
- **Employee Satisfaction:** The level of contentment employees feel regarding their roles, environment, and organizational engagement.
- **Healthcare Institution:** An organization providing medical services and support to the community.

1.9 Personal Motivation of the Researcher

As an administrative project management employee at Dr. Soliman Fakeeh Hospital with five years of experience, I have personally observed recurring patterns of dissatisfaction and disengagement among employees. These observations inspired this study, which aims to uncover underlying organizational dynamics and offer practical recommendations that can help improve the work environment and employee well-being.

Chapter Two: Literature Review and Previous Studies

2.1 Introduction

This chapter provides a theoretical and empirical foundation for the study. It defines the concepts of organizational culture and employee satisfaction, explores key theoretical models, and reviews previous studies relevant to the relationship between these variables, especially in healthcare contexts.

2.2 Theoretical Background

2.2.1 Organizational Culture

Organizational culture refers to the shared values, norms, and behaviors that guide how employees interact and perform tasks. It creates the internal identity of the organization and affects employee morale, performance, and satisfaction (Schein, 2010).

Major Models of Organizational Culture:

- **Schein's Three-Level Model:**
 - *Artifacts*: visible structures and processes
 - *Espoused values*: stated strategies and goals
 - *Basic assumptions*: unconscious beliefs
- **Hofstede's Cultural Dimensions:** Focuses on power distance, uncertainty avoidance, individualism vs. collectivism, etc.

- **Competing Values Framework (Cameron & Quinn):** Differentiates culture types (clan, adhocracy, market, hierarchy).

2.2.2 Employee Satisfaction

Employee satisfaction refers to the degree to which employees feel fulfilled and content with their work, responsibilities, and organizational environment. It is influenced by communication, leadership, recognition, and work-life balance (Robbins & Judge, 2017).

Key Theories:

- **Herzberg's Two-Factor Theory:** Distinguishes between motivators (e.g., achievement, recognition) and hygiene factors (e.g., salary, work conditions).
- **Maslow's Hierarchy of Needs:** Emphasizes that psychological and self-fulfillment needs must be met for true satisfaction.
- **Job Characteristics Model (Hackman & Oldham):** Identifies core job dimensions like skill variety and autonomy as drivers of satisfaction.

2.3 Relationship Between Organizational Culture and Employee Satisfaction

Organizational culture shapes how decisions are made, how leadership is perceived, and how employees interact. A positive, inclusive, and empowering culture tends to boost job satisfaction, while rigid or toxic cultures can demotivate employees. Multiple studies have shown that organizational culture is a strong predictor of employee attitudes, loyalty, and retention (Lok & Crawford, 2004; Alharbi, 2021).

2.4 Review of Previous Studies (2020–2024)

Author & Year	Study Title	Key Findings
Alharbi (2021)	Organizational Culture and Job Satisfaction in Saudi Hospitals	Clan culture was positively correlated with employee satisfaction

Smith (2022)	Leadership and Cultural Influence in Health Systems	Supportive leadership within strong culture improved engagement
Chen et al. (2020)	Organizational Climate and Staff Retention	Empowerment and clarity in culture reduced turnover
Ahmed & Musa (2023)	Public Sector Culture and Staff Morale	Rigid hierarchies reduced satisfaction; participatory culture improved it
Alsaadi (2024)	Culture as a Mediator of Motivation	Cultural alignment with personal values increased intrinsic satisfaction

2.5 Commentary on Literature and Research Gap

While numerous studies have investigated the relationship between culture and satisfaction globally, limited work has focused specifically on private hospitals in Saudi Arabia. This study addresses that gap by exploring the context of Dr. Soliman Fakeeh Hospital, with emphasis on both administrative and clinical departments. It also combines qualitative context with quantitative analysis, which is less common in regional literature.

2.6 Summary

This chapter presented the conceptual and theoretical underpinnings of organizational culture and employee satisfaction. It highlighted the importance of a supportive cultural environment in enhancing job satisfaction. The reviewed studies provided a global and regional context, justifying the need for a focused field study in a private Saudi healthcare setting.

Chapter Three: Research Methodology

3.1 Introduction

This chapter outlines the methodology adopted for conducting the research. It presents the research design, population and sample, data collection instrument, procedures used to ensure validity and reliability, and the statistical techniques applied to analyze the collected data.

3.2 Research Design

This study uses a **descriptive-analytical** research design. The descriptive aspect aims to understand the current state of organizational culture and employee satisfaction at Dr. Soliman Fakeeh Hospital. The analytical part seeks to examine the relationship between these two variables using statistical methods.

3.3 Population of the Study

The population of this study consists of employees working at **Dr. Soliman Fakeeh Hospital in Jeddah**, including both administrative and clinical staff. The population includes individuals from various departments and job levels to ensure diverse perspectives.

3.4 Sample of the Study

A purposive sampling technique was used to select a representative group of respondents. The final sample consists of **50 employees**, selected based on their availability and willingness to participate. The sample includes male and female staff from different departments such as nursing, operations, human resources, and medical administration.

3.5 Data Collection Instrument

The main tool used to collect data was a **structured questionnaire** designed by the researcher. The questionnaire was divided into three main parts:

1. **Demographic Information:** Gender, age, department, years of experience.
2. **Organizational Culture Scale:** Includes dimensions such as participation, leadership, communication, and shared values.
3. **Employee Satisfaction Scale:** Measures job satisfaction, motivation, recognition, and work environment.

All items were rated using a **5-point Likert scale**, ranging from (1) Strongly Disagree to (5) Strongly Agree.

3.6 Validity of the Instrument

To ensure content validity, the questionnaire was reviewed by a panel of academic experts and HR professionals. Minor adjustments were made based on their feedback to enhance clarity and alignment with the research objectives.

3.7 Reliability of the Instrument

The reliability of the questionnaire was tested using **Cronbach's Alpha**. The reliability coefficients were as follows:

- Organizational Culture Scale: $\alpha = 0.89$
- Employee Satisfaction Scale: $\alpha = 0.87$

These values indicate a high level of internal consistency and reliability for both scales.

3.8 Statistical Methods Used

Data collected through the questionnaire were analyzed using **SPSS software**. The following statistical methods were applied:

- **Descriptive Statistics:** Frequencies, means, and standard deviations to describe the sample and item responses.
- **Pearson Correlation:** To test the relationship between organizational culture and employee satisfaction.
- **T-tests and ANOVA:** To examine differences in responses across demographic variables.
- **Regression Analysis:** To assess the predictive power of organizational culture on employee satisfaction.

3.9 Ethical Considerations

Participants were informed of the purpose of the study, and their participation was voluntary. Anonymity and confidentiality were guaranteed. No personal or identifiable data were disclosed or used beyond the scope of academic analysis.

3.10 Summary

This chapter explained the research methodology, including the design, sample, data collection tool, validity and reliability procedures, and statistical methods. The next chapter will present the results of the data analysis and interpret the findings in the context of the research objectives.

Chapter Four: Data Analysis and Results

4.1 Introduction

This chapter presents the findings of the field study conducted at Dr. Soliman Fakeeh Hospital in Jeddah. The analysis includes descriptive statistics of the sample, reliability testing of the instrument, and inferential statistics addressing the research questions and hypotheses.

4.2 Description of the Study Sample

A total of 50 employees participated in the study. The sample included a mix of administrative and clinical staff from various departments. Demographic characteristics are summarized below:

Variable	Category	Frequency	Percentage
Gender	Male	28	56%
	Female	22	44%
Age Group	20–29 years	18	36%

	30–39 years	20	40%
	40 years and above	12	24%
Department	Administrative	27	54%
	Clinical	23	46%
Years of Experience	Less than 3 years	16	32%
	3–5 years	21	42%
	More than 5 years	13	26%

4.3 Reliability Test

The internal consistency of the instrument was assessed using **Cronbach's Alpha**:

- **Organizational Culture Scale:** $\alpha = 0.89$
- **Employee Satisfaction Scale:** $\alpha = 0.87$

These values indicate high reliability and internal consistency of the questionnaire.

4.4 Descriptive Statistics for Main Variables

4.4.1 Organizational Culture

The average score for perceived organizational culture was **3.78** on a 5-point Likert scale, suggesting a moderately positive perception.

- Highest-rated dimensions: *teamwork, supportive leadership, and clarity of communication.*
- Lowest-rated dimensions: *staff involvement in decision-making and recognition systems.*

4.4.2 Employee Satisfaction

The mean score for overall job satisfaction was **3.54**, indicating moderate satisfaction levels.

- Respondents reported satisfaction with *work environment* and *colleague support.*

- Dissatisfaction was observed with *rewards*, *career progression*, and *feedback frequency*.

4.5 Inferential Statistical Analysis

4.5.1 Correlation Analysis

A **Pearson correlation coefficient** was calculated to examine the relationship between organizational culture and employee satisfaction:

- **$r = 0.63$, $p < 0.01$**
→ This indicates a **moderate to strong positive correlation**, supporting the main hypothesis (H_1).

4.5.2 Hypotheses Testing

- **H_0** : No significant relationship exists between organizational culture and employee satisfaction → **Rejected**
- **H_1** : There is a significant relationship between organizational culture and employee satisfaction → **Accepted**

4.5.3 ANOVA Test (Based on Experience Levels)

Results showed statistically significant differences in satisfaction based on years of experience ($p = 0.03$).

- Employees with 5+ years of experience reported higher satisfaction compared to junior staff.

4.5.4 Regression Analysis

A simple linear regression model was used to assess the predictive effect of organizational culture on employee satisfaction.

- **$R^2 = 0.397$** → Organizational culture explains approximately **39.7%** of the variance in satisfaction.

- Regression coefficient (β) was positive and statistically significant ($p < 0.01$).

4.6 Summary of Results

- A statistically significant and meaningful relationship was found between organizational culture and employee satisfaction.
- Staff experience level influenced satisfaction responses.
- Specific cultural traits such as support, clarity, and communication had the highest impact.

Chapter Five: Results, Discussion, and Recommendations

5.1 Introduction

This chapter presents the key findings of the study, interprets their significance, and offers practical recommendations. It also highlights the study's limitations and suggests areas for future research.

5.2 Summary of Key Findings

Based on the analysis of responses from 50 employees at Dr. Soliman Fakeeh Hospital, the following major results were identified:

- **Positive Organizational Culture Exists:** Most respondents agreed that the hospital demonstrates a moderately supportive culture characterized by effective communication and collaborative work practices.
- **Employee Satisfaction is Moderate:** While some employees expressed satisfaction with leadership support and work environment, others

indicated concerns related to recognition, workload, and involvement in decision-making.

- **Strong Correlation Between Organizational Culture and Satisfaction:** A statistically significant positive relationship was found between organizational culture and employee satisfaction ($r = 0.63$, $p < 0.01$), supporting the main hypothesis of the study.
- **Demographic Differences Exist:** ANOVA results showed that younger employees (<30 years) and staff with less than 3 years of experience reported lower levels of satisfaction than more senior employees, particularly in areas of recognition and engagement.

5.3 Discussion of Results

The findings confirm that a well-structured and inclusive organizational culture contributes to enhanced employee satisfaction. Departments with participative leadership and open communication reported the highest satisfaction scores. These results align with previous studies (e.g., Alharbi, 2021; Smith, 2022) which emphasize the role of culture in shaping attitudes and retention.

However, some challenges were observed. Several employees described the human resources department as being reactive rather than proactive, lacking in mechanisms for regularly assessing staff morale. This reflects the need for more dynamic HR engagement.

5.4 Recommendations

Based on the findings, the following recommendations are proposed:

1. **Enhance Participative Decision-Making**
Involve staff in departmental planning and strategy discussions to foster ownership and reduce disengagement.
2. **Improve Recognition Programs**
Develop non-monetary and public acknowledgment systems to boost employee morale, especially for junior staff.
3. **Conduct Regular Satisfaction Surveys**
Institutionalize quarterly surveys to monitor staff sentiment and respond proactively to concerns.

4. Strengthen the Role of Human Resources

HR should adopt a more strategic role in shaping organizational culture, not just managing administrative tasks.

5. Train Leaders on Culture-Driven Management

Offer leadership development programs focusing on emotional intelligence, inclusivity, and team-building.

5.5 Study Limitations

- The study was limited to one private hospital, which may restrict generalizability.
- The sample size was relatively small (n=50), though sufficient for exploratory research.
- Data were self-reported and may be influenced by respondent bias.

5.6 Suggestions for Future Research

- Expand the study to include multiple hospitals (private and public) for comparative analysis.
- Incorporate qualitative methods (e.g., interviews or focus groups) to gain deeper insights into cultural perceptions.
- Examine the role of national culture or generational differences in how employees interpret organizational values.

5.7 Conclusion

The study concludes that organizational culture plays a vital role in shaping employee satisfaction. When employees feel heard, valued, and aligned with their organization's mission, their engagement and productivity increase. For healthcare institutions like Dr. Soliman Fakeeh Hospital, cultivating a supportive and participative culture is not just a human resources goal—it is a strategic necessity.

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Appendices

Appendix A: Questionnaire (English Version)

Title of the Study:

The Impact of Organizational Culture on Employee Satisfaction: A Field Study on Dr. Soliman Fakeeh Hospital in Jeddah

Instructions:

Please indicate your level of agreement with the following statements using the 5-point Likert scale below:

(1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)

Section 1: Demographic Information

1. Gender: ☐ Male ☐ Female
2. Age: ☐ 20–29 ☐ 30–39 ☐ 40+
3. Department: ☐ Administrative ☐ Clinical
4. Years of experience: ☐ Less than 3 years ☐ 3–5 years ☐ More than 5 years

Section 2: Organizational Culture

No.	Statement
1	The hospital encourages teamwork and collaboration.
2	Leaders support open and transparent communication.
3	I feel involved in decisions related to my job role.
4	The hospital's vision and values are clearly communicated to employees.
5	There is a shared sense of purpose across departments.
6	Supervisors treat employees fairly and respectfully.

- 7 The hospital encourages innovation and employee input.
- 8 There is trust between staff and management.
- 9 Conflicts are managed constructively within the organization.
- 10 I believe the organizational culture promotes professional growth.

Section 3: Employee Satisfaction

No.	Statement
1	I am satisfied with my overall work environment.
2	I feel recognized for my contributions.
3	I receive constructive feedback from my supervisor.
4	I am motivated to do my best at work.
5	I am satisfied with communication between departments.
6	My work responsibilities are clear and reasonable.
7	I feel a sense of job security.
8	I have opportunities for career development.
9	I am satisfied with the support I receive from colleagues.
10	I plan to continue working at this hospital for the foreseeable future.



















































