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INFLUENCE OF ORGANIZATIONAL WORK CULTURE ON JOB PERFORMANCE AND SATISFACTION IN PUBLIC UNIVERSITIES

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ABSTRACT: This study investigated how leadership, organizational culture, work ethics, and conflicts influences work satisfaction and job performance in Thailand's Public Universities. The study was considered vital due to the importance of quality of education in Thailand Public universities, which is resultant from work satisfaction and job performance of the staff. As a result, several variables, leadership, organizational culture, work ethics, and conflicts were analysed to find their effects on work satisfaction and job performance. The study adopted a quantitative study using primary data. The data was collected from 390 employees working in Thailand public universities. The data analysis was evaluated using multiple regression analysis to evaluate the research hypothesis. The findings of the study indicated that leadership has a significant and positive effect on work satisfaction and job performance. Work ethics positively and significantly influences work satisfaction and job performance. Conflicts was found to have a significant influence on the work satisfaction and job performance. The study also indicated that work satisfaction has a positive and significant influence on job performance. The study recommended that need have effective leadership as a mechanism of fostering better work satisfaction and job performance, using task-oriented behaviour, relations-oriented behaviour, and change-oriented behaviour. Public universities in Thailand should also engage in activities that develop constructive work ethics.

KEYWORDS: *Leadership, organizational culture, work ethics, conflicts, Work Satisfaction, Job performance*

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1. INTRODUCTION

In the current work environment, the need to balance between the organizational goals and the employee needs continues to play a critical role. The human resource (HR) is tasked with the role of professionally managing the interests of the employees while advancing the interests of the

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organization (Valcour et al., 2011). Employee job performance involves the criteria by which the staff members fulfill their duties and tasks in the workplace. Employee performance at the workplace is a vital factor in fulfilling organizational goals (Zafar et al., 2017). Various tasks exist in the workplace, including meeting project deadlines, making sales, building positive customer interactions, among other tasks. Job satisfaction in the workplace involves the level to which the employees feel self-motivated and satisfied with their job. Employees are more satisfied with their jobs when they feel to have job stability, comfortable work-life, and the opportunity for career growth (Suryani, 2018). There are various factors that influence employee job satisfaction, including satisfaction with the remuneration, fringe benefits good relationships with co-workers, among other factors. The aspects of job satisfaction and performance in an organization are linked, and they influence the performance of the organization. According to (Mishra et al. 2016; Jalagat, 2016), high job satisfaction among employees leads to high job performance. Where the employees feel content with their roles, they are more likely to carry out their tasks with enthusiasm and dedication. Employee job satisfaction is thus essential for organizational success.

Various factors influence employee work performance. Leadership is one of the factors in an organization that influences job performance. Organizational leadership helps to improve the efficiency and achievement of organizational goals by ensuring the clarity of organizational purpose and motivating the staff to realize the organization's mission. Leaders can improve the employee performed through winning employee trust. Inferring to (Cvahte et al. 2015; Chen et al., 2009), trust in leadership is an essential factor in employee performance. Trust influences employee behaviors that influence work performance, including willingness to stay in the organization. However, trust in leadership must be earned, and leaders can achieve this by being open and honest while communicating with their employees.

Organizational culture is the other factor that influences employee work satisfaction and job performance. Organizational culture involves the collective practices, values, expectations, and actions of organizational staff. According to (Matkó & Takács, 2017), strong organizational cultures allow workers to perform at their best and influences productivity and efficiency. Individuals with a positive workplace relationship are likely to feel part of the culture and consequently improve performance. Work ethics also influence employee work satisfaction and consequently improve employee work satisfaction. Organizational work ethics include the standards and codes of conduct followed by workers in particular organizations (Osibanjo et al., 2018). Organizations with employees exhibiting strong work ethics are likely to be satisfied with their jobs and deliver improved overall performance. Organizational leaders thus work towards the development of positive work ethics to be the integral traits of the workers and consequently improve organizational performance.

However, some factors negatively influence work satisfaction and worker job performance. (Oore et al., 2015) articulates that conflict in the workplace is common in many organizations. Thus, while conflicts can be used to achieve various organizational goals, such as the prevention of premature agreements, many conflicts in the organizational setting create a negative impact on employee satisfaction and negatively influences worker performance (Deyoe & Fox, 2012). The research study will thus aim to relations of work performance and job satisfaction in Thailand public universities based on leadership, organizational culture, work ethics, and conflicts. The objectives of this research are (1) to determine the effects of leadership, organizational culture, work ethics, and conflicts on work satisfaction; (2) to determine the effects of leadership, organizational culture, work ethics, and conflicts on job performance; and (3) to determine the relationship between work satisfaction and job performance in Thailand Public Universities.

Thailand's higher education is made up of various universities supported by the monarch. The country's premier university was established in 1916 and was named in honor of King Chulalongkorn. Currently, there are about 310 universities, colleges, and academic institutions in Thailand that form the country's higher education. Higher education in Thailand has stimulated the labor market, with the universities offering employment opportunities for workers, including the academic staff and the subordinates (education.stateuniversity.com, 2018). However, while there are numerous public universities in Thailand, there are differences in ranking based on performance. In 2018, Chulalongkorn University was ranked the top in Thailand, followed by other universities such as Mahidol University, Chiang Mai University, and Thammasat University in the fourth place (Kantabutra & Tang, 2010). According to Sinhaneti (2011), the academic performance of academic staff in Thai public and private universities is linked to various aspects, including job satisfaction and leadership.

The quality of leadership in higher education is dependent on the quality of its human resources. The quality of management leadership in higher educational institutions affects self-efficacy, rewards, and work motivation on workers' job performance. The workers' job satisfaction and job performance in the Thailand public universities can be determined through day-to-day activities. Jacobs et al. (2007) studied the influence of quality leadership and indicated the presence of a direct effect of self-efficacy on job performance. Also, aspects of rewards of workers and motivation had direct influences on job performance. Understanding the need for job performance in higher education institutions in Thailand is vital in assisting both the management and the employees in understanding the factors that can be used to improve their job satisfaction and increased performance. The level of satisfaction among employees in public universities involves employment conditions, career development opportunities, and passion among employees towards their job. Similar to private higher education institutions in Thailand, there is a need for the leadership to establish both intrinsic and extrinsic factors that lead to job satisfaction and increase job satisfaction among the workers (Tarat & Wongsawat, 2018). Improved job performance can be achieved through employee empowerment growth and development, support and recognition, and teamwork.

Job performance plays an important role in improving organizational productivity. Regardless of job positions and remuneration, workers reporting high job satisfaction tend to achieve higher productivity (Rungratsamee, 2004). Productivity can be enhanced through individual responsibilities and accountability. Thus, workers who are satisfied with their jobs are more likely to be responsible for their tasks improving productivity. Employee job performance also creates a positive work environment. A positive work environment helps employees to eliminate stress and negativity, leading to increased overall organizational success. Thailand's higher education needs to rebuild to become the regional educational hub. Thus, creating a good working environment for employees in public universities will help improve job performance and help improve the educational outcomes in the country. Thai human resource lay-offs are one of the factors contributing to the higher education crisis in the country. High staff lay-offs contribute to redundancy and contribute to poor educational outcomes from public universities. Job performance is vital in improving the quality of services through increased productivity. The first step towards improving high education in Thailand involves improving the quality of education to keep local students and attract more students from foreign countries. Addressing the aspect of employee performance is thus vital among Thailand's higher education institutions. For instance, employee performance can be improved by ensuring the achievement of individual goals. Successful employees would be eager to meet deadlines and increase productivity, where the organizational goals are in line with their personal goals.

2. LITERATURE REVIEW

Past research has documented the impact of organizational factors on job performance and satisfaction. The study by Yiing and Ahmad (2009) aimed to determine how leadership, organizational culture, conflict, and work ethic influenced employee work performances in the educational authority. The results from the study indicated that conflicts contributed negatively towards employee work performance. However, other factors such as leadership, organizational culture, and work ethic had a positive effect on employee work performance.

Employee work performance and job satisfaction can be improved by adjusting leadership to promote employee satisfaction. Yiing and Ahmad (2009) also investigated the moderating effects of organizational culture on organizational commitment and job satisfaction in Malaysia. From the study, the results indicated that there was a significant effect of leadership behavior on organizational commitment. Similarly, organizational commitments significantly influenced employee job satisfaction and employee performance. In the research, also, the findings indicated that supportive culture influenced organizational commitment and employee satisfaction.

In another study, Tsai (2011) aimed to determine the relationship between organizational culture, leadership behavior, and job satisfaction. From the study, they believed that administrators often adjust their leadership behaviors to attain organizational goals. Similarly, organizational culture involves shared beliefs and values that influence the attitudes and behavior of the workers. Adjusting leadership behavior has the effect of positively influencing employee satisfaction. The results indicated the existence of a significant relationship between leadership behavior and job satisfaction that led to an improvement in worker performance.

Similarly, Al-Nashash et al. (2018) explored the impact of a strong work ethic on job satisfaction among banking sector employees in Jordan. The findings from the study indicated that work ethics is a significant factor that influences employee job satisfaction and, consequently, employee work performance. In the study also, the authors argued that a strong work ethic influences other organizational outcomes, including organizational commitment and lowering labor turnover that improves organizational productivity. Workplace conflicts influence employee performance. Aniefiok and Vongsinsirikul (2018) examined the impact of workplace conflict on employee performance. The findings revealed that there is a limited direct relationship between task conflict and employee performance. However, there is an indirect relationship between workplace conflicts and employee commitment, which in turn negatively affects the employees' job performance. Donkor et al. (2015) affirm that there is a weak relationship between the various organizational conflict the employee performance. However, an indirect correlation is often anticipated.

With the dynamic nature of the emerging work environments, organizations need to understand how they can transform the organizations to ensure success. Employee work performance and job satisfaction play a vital role in ensuring organizational success (Iqbal et al., 2015). Over the years, various frameworks have been proposed to understand the organizational factors that influence employee work performance and job satisfaction. The theoretical framework involving four organizational factors, including leadership, organizational culture, conflict, and work ethic, better explain the influences of employee work performance and job satisfaction.

The theoretical framework hypothesizes that leadership is positively related to work performance. Under the leadership construct, the model articulates that leadership in organizations can influence the individuals' collective efforts to attain set targets. Leadership plays a vital role in the organization,

including decision making, conflict resolution, being figureheads, and leading the organization's mission, among other roles (Masa'deh et al., 2016). Various leadership styles thus have influenced employee behavior and have the effect of changing their values towards the organization's vision and mission. Thus, employees that consider the organization's leadership to be trustworthy are likely to have a positive work performance. The model also articulates that leadership positively influences job satisfaction. Job satisfaction in organizations is influenced by various factors, including remuneration, fringe benefits, career development, among other aspects (Purnama, 2013). Effective organizational leadership can moderate organizational politics and hence positively influence job satisfaction. Organizations hoping to improve their employee work performance and job satisfaction thus require effective leadership.

The other construct of the theoretical model influencing employee work performance and job satisfaction includes organizational culture. The model proposes that organizational culture is positively related to work performance (Ahmed & Shafiq, 2014). Organizational culture involves the various shared norms, values, and beliefs within the workplace. The organizational culture is vital towards organizational success as it promotes performance through innovation and drives job satisfaction. Tseng (2010) also affirms the vital role of organizational culture in driving performance where the workers feel as being part of the overall organizational success and strive to achieve organizational goals. Culture in the organization affects performance by raising productivity and supporting organizational goals. There are various organizational cultures, including the collaborative culture that involves a decentralized workforce that works in units to find solutions to problems. Bureaucratic cultures, on the other hand, involve following strict hierarchy and having well-defined roles and responsibilities. The framework model thus proposes that a positive work environment positively influences worker performance.

The theoretical framework also proposes the construct of work ethics as factors that influence job satisfaction leading to improved job performance. Work ethics involves the set of organizational values and moral principles that guide employee performance and behavior (Rokhman, 2010). Work ethics play a vital role in shaping individuals' behavior towards responsibility and determination. Positive work ethics in organizations contribute towards the development of ethical behavior among employees and foster hard work (DeConinck, 2010). Organizations hoping to improve work satisfaction should thus improve their organizational work ethics.

Similarly, the model proposes the construct of conflict as an influencing factor in organizational job satisfaction and worker performance. Unlike the other organizational constructs, the framework articulates that conflict negatively influences employee work performance and job satisfaction (Devonish, 2013). Conflict in the organizational workplace involves personality clashes among individuals, miscommunication, and organizational mismanagement. Conflicts in the workplace can manifest in the form of insults, non-cooperation, and bullying. Conflicts affect the employees' attitudes and job satisfaction which consequently affects worker performance (Sonnentag & Unger, 2013). While improving diversity in organizations brings diversity in innovation, it can also shape conflicts through personality conflicts. Organizations hoping to improve their work performance employee job satisfaction need to ensure adequate conflict management. Conflict management can be attained through positive impacts on individuals' attitudes and emotions.

3. METHODOLOGY

The study used six constructs which were measured using twenty-four items. The response from the research respondents were measured using 5-point Likert scale (1 = strongly disagree; 2 =

disagree; 3 = neither agree nor disagree; 4 = agree; 5 = strongly agree). Among the variables, leadership, organization culture, work ethics and conflicts were the independent variables, work satisfaction was a mediator, and job performance was the dependent variable.

The population of the study was composed of all the employees working in Thailand public universities. Since the population is quite large, a representative sample was selected. To develop the sample size, the authors used Hair et al. (2016). As a result, the G * Power software was applied to calculate the sample size (Faul et al., 2007). The author used error measurement of type one and type two $\alpha = 0.01$, $\beta = 0.99$, while the effect size was 0.15. The total number of predictors was 5 while the number of tested predictors was 4. The error probability of 0.01 and a confidence level of 99% required minimum sample size of 219 respondents. This study used a sample size of 300, which was sufficient for the study.

The data was collected using a structured questionnaire composed of closed-ended questions. The questionnaires were distributed to major public universities in Thailand. Data were analyzed using various techniques. The first was the evaluation of the demographic characteristics of the respondents. The relationship between the study variables was conducted using multiple regression analysis. To test out the estimated model various diagnostic tests were conducted to determine its statistical soundness. These included model specification tests, heteroscedasticity test, multicollinearity tests, normality test, and autocorrelation tests. Since each variable had several observation questions, the average was calculated to obtain the study variables used in the model. SPSS version 20 was used to conduct the analysis.

4. RESULTS AND DISCUSSION

The model was evaluated using diagnostic tests to determine its statistical soundness. The first statistical test conducted was the autocorrelation test using Durbin Watson test. The null hypothesis was that there is no first-order autocorrelation. The Durbin Watson = 1.962 which was between the critical values 1.5 and 2.5. Therefore, it was concluded that there was no first order linear autocorrelation in the multiple linear regression data. The other test that was conducted was the test for multicollinearity using the Variance Inflation Factor (VIF). The VIF rule of thumb is that if VIF values are greater than 10, it may indicate presence of multicollinearity and merit further investigation. The tolerance (1/VIF) would be applied to check the level of collinearity. The VIF test results are presented in table 1 below.

Table 1. VIF Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
CF	.353	2.832
OC	.268	3.731
WE	.324	3.082
LS	.349	2.866
JP	.391	2.560

Note: Dependent Variable = work satisfaction (WS); LS = leadership, OC = Organizational culture, WE = work ethics, CF = conflict

Since the VIF and 1/VIF were below 10 and 1 respectively, it was concluded that there was no multicollinearity problem. The normality tests were also conducted to evaluate whether the requirement by Greene (2008), that for the linear regression error term should be normally distributed with a zero mean and a constant error term. The Shapiro-Wilk normality distribution test was conducted, and the probability value was 0.928. Since p-value > 0.05, it was conclusive that residual values were normally distributed at 5% level of significance.

4.1 Effects on Work Satisfaction

This section was evaluated using the effects of effects of leadership, organizational culture, work ethics, and conflicts on work satisfaction. The effects were evaluated using multiple regression analysis and the results are presented in the table 2 below. The R-squared was 0.54 and Adjusted R-squared was 0.538, implying that the 53.8% of the variation in work satisfaction is explained by the factors that is included in the model. Analysis of variance (ANOVA) was carried out and the results were as follows $F = (4, 385) = 114.287, p=0.000$. Since the p-value was less than 0.05, it implies that the overall model was significant. For the specific variable effects, the results indicated that conflicts ($\beta = 0.115, p = 0.025$), has a significant influence on work satisfaction. Other variables that had significant influence was work ethics ($\beta = 0.397, p = 0.000$). As well, leadership was found to have significant influence on work performance ($\beta = 0.201, p = 0.000$).

Table 2. Multiple Regression Results on work satisfaction

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.740	.137		5.395	.000
CF	.115	.051	.130	2.258	.025
OC	.055	.059	.061	.926	.355
WE	.397	.056	.420	7.091	.000
LS	.201	.051	.209	3.941	.000

Note: Dependent Variable = work satisfaction (WS); LS = leadership. OC = Organizational culture, WE = work ethics, CF = conflict

4.2 Effects on Job Performance

In this section, the purpose was to evaluate the effects of leadership, organizational culture, work ethics, and conflicts on job performance. The results indicated that the R-squared was 0.609 and Adjusted R-squared was 0.605, implying that the 60.5% of the variation in job performance is explained by the factors that is included in the model. Analysis of variance (ANOVA) was carried out and the results were as follows $F = (4, 385) = 150.154, p=0.000$. Since the p-value was less than 0.05, it implies that the overall model was significant. In addition to this, the analysis was carried on evaluating how each of the factors affected job performance. The results indicated in table 3 below shows conflicts significantly influenced job performance ($\beta = 0.094, p = 0.041$). As well, work ethics was found to have a significant influence on the job performance ($\beta = 0.204, p = 0.000$). Leadership was another factor that was found to have a significant and positive influence on job performance ($\beta = 0.415, p = 0.000$).

Table 3. Multiple Regression Results on job performance

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.656	.124		5.306	.000
CF	.094	.046	.109	2.048	.041
OC	.088	.054	.100	1.634	.103
WE	.204	.050	.221	4.039	.000
LS	.415	.046	.441	9.005	.000

Note: Dependent Variable = job performance (JP); LS = leadership. OC = Organizational culture, WE = work ethics, CF = conflict

4.3 Effects of Work Satisfaction on Job Performance

This section was intended to evaluate the relationship between work satisfaction and job performance. The results indicated that R-squared was 0.596 while Adjusted R-squared was 0.596. This meant that 59.6% of the variation in job performance is explained work satisfaction. Analysis of variance (ANOVA) was carried out and the results were as follows $F = (1, 388) = 571.539$, $p=0.000$. Since the p-value was less than 0.05, it implies that the overall model was significant. The results also indicated that work satisfaction has a positive and significant influence on job satisfaction ($\beta = 0.753$, $p = 0.000$) as illustrated in table 4 below.

Table 4. Multiple Regression Results

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.919	.115		7.987	.000
WS	.753	.032	.772	23.907	.000

Dependent Variable = job performance (JP); WS = work satisfaction

Important inferences could be derived from the results presented above. Leadership was considered an important factor as far as work satisfaction and job performance is concerned. This echoes the aspect that leadership facilitates and develops a conducive environment for individual and collective efforts for the accomplishment of shared objectives (Yukl, 2012). These findings were compatibles with the findings of previous studies (Rus et al., 2010; Wang et al., 2014). Leadership is a critical factor in influencing the behavior of employees and the corresponding values that are attached to the concerned organization. If the leadership is considered trustworthy and supported by the staff, they will feel secure and attached to their work, which will, in turn, improve their work satisfaction and resultant performance. The findings also indicated that work ethics has a significant influence on the work satisfaction and job performance. These findings are similar to that of Al-

Nashash et al. (2018) who indicated that work ethics improves work satisfaction and job performance.

The findings of the study also indicated that work ethics have a positive and significant influence on the work satisfaction and job performance of the employees. These findings are supported by the fact that work ethics is a means of developing innovative work behavior (Javed, et al. 2017) since it is composed of strong ethical behavior that gears them to work wholeheartedly. Strong ethical behavior is majorly associated with hard work and a high level of devoted commitment to the job. This increases the positive view towards the work within the employees, and the resultant work satisfaction (Khan et al. 2013). Additionally, the study found out that work satisfaction positively and significantly influences job performance. If an employee is satisfied with his/her work, then he or she would work towards offering the best services leading to better job performance.

5. CONCLUSION

Within Thailand's high education system, the performance of universities workers is critical, as they influence the quality of education delivered to students. It is therefore critical to understand how optimal work satisfaction and resultant job performance could be achieved. As a result, this study developed a framework that evaluated this concern. Six factors were considered, namely leadership, organization culture, conflict, work ethics, work satisfaction, and job performance. The study found out that work satisfaction is positively and significantly influenced by leadership and work ethics. As well, job performance is positively and significantly influenced by leadership and organizational culture. Though this study is considered successful in all aspects, its application is limited in two areas. First, the study specifically focused on public universities in Thailand. Hence, this aspect should be considered in its references. Secondly, the variables of the study are limited to the seven used, and future researchers should consider expanding the scope of the study.

From the findings of this study, several managerial implications are developed. First, there is a need to have effective leadership as a mechanism of fostering better work satisfaction and job performance. Three behaviors should be adopted by leaders; the first one is task-oriented behavior which includes planning, monitoring, and problem-solving abilities. The second one is relations-oriented behavior, which includes the capacity to support and empower talents and skills in an organization. Lastly, leaders need to have change-oriented behavior, which entails the ability to initiate changes, encourage innovation as well as facilitate learning. Another recommended implication is that universities should critically consider the leadership style and personality of the executives as this would influence employees' work satisfaction and job performance. This study also recommends that public universities in Thailand should engage in activities that develop constructive organizational culture. CEOs should develop a culture that is focused on the organization's success. Work ethics is also considered a critical aspect of the work satisfaction of employees. The recommended implication is that firms should consider the religious aspects of their employees. The reason is that religious employees tend to hold on to their high work ethics which may benefit an organization (Meriac et al. 2013).

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