Durable as Wood – Analyses of Organizational Culture and Job Satisfaction in the Wood-Industry Companies

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Abstract

For more than half a century, organizational culture has represented a topic of increasing importance to both researchers and business practitioners. Despite its status as being an area of intensive research, the topic of organizational culture is over-investigated in certain sectors, while remaining unexplored and less understood in others. The purpose of this research is to address this gap and provide initial insight into the organizational culture specifics of the wood industry in Macedonia. The research utilized a quantitative approach with a questionnaire as the main research instrument to assess the link between organizational culture, job satisfaction and socio-demographic characteristics of employees. The data was gathered from one hundred participants from five companies. Descriptive statistics as well as chi-square and correlation analyses were used to explore gathered research data. The research findings provide valuable insight into the organizational culture of this industry that will benefit academics, business leaders and policy makers in their strategic decision making.

Key words: *Organizational culture; Job satisfaction; Wood industry; Employees.*

Introduction

Should managers in the wood industry be concerned with organizational culture? From what is known, culture and climate have a tremendous effect on the morale, performance and job satisfaction of the employees in any organization. Bowditch, Buono, & Stewart (2008) state that organizational culture is connected with the nature of beliefs and expectations about organizational life, and the climate is an indicator of whether beliefs and expectations are being fulfilled. Culture and climate are vital requisites and are inherent in the life of every organization that not only achieves its own goals and objectives, but also benefits the employees working in it. Furthermore, organizational culture is a key factor and the main component for sustaining performance, and, therefore, building a competitive advantage, it encourages a cooperative attitude towards the work, which is essential for achieving goals and objectives. This also benefits the employees; shapes capacity, efficiency, interaction; gathers the organization under same umbrella; helps in attracting and keeping desirable employees; helps in creating a positive public image and helps in building respectful and long-lasting relationships with stakeholders (Dastmalchian et al., 2018; Ogbonna & Harris, 2000; Sommer, Bae, & Luthans, 1996).

Socio-demographic and job profile determinants of organizational culture

Although organizations are different in terms of their culture, they share a common concern in its importance and an interest in how to develop it to their own advantage. Many social scientist have noted that the organizational culture of work organizations is characterized with a gender and age substructure and consider these as foundational elements of organizational structure and work life (Bajdo & Dickson, 2001; Bellou, 2010; Bolman & Deal, 1992; Foley, Linnehan, Greenhaus, & Weer, 2006). Evidence suggests that the role of gender and age in organizational culture includes the development and planning of human resources management, recruitment and selection, learning and evolution, labor relations and working climate in business, health, safety, prosperity, fulfillment of regulatory requirements for employees, equal opportunities, and any other matter relating to the employment relationship (Bellou, 2010; Haas, 2007). In addition, several authors have found a relationship between the organizational culture profile of organizations and the job-related characteristics of employees with a special emphasis on tenure and job satisfaction (Giritli, Oney-Yazıcı, Topcu-Oraz, & Acar, n.d.). However, a difference in findings is observed dependent on the sector (public/private), with size being accounted for (Moon, 2000).

Socio-demographic and job profile determinants of job satisfaction

The relationship between job satisfaction and time has captured the attention of researchers in organizational behavior for ages. Although this relationship has been extensively discussed in the literature, researchers have not reached a consensus (Cahill, McNamara, Pitt-Catsouphes, & Valcour, 2015; Gyekye & Haybatollahi, 2015; Zaharie & Seeber, 2018). However, a recent study has taken a different approach by simultaneously taking into account how age and tenure relate to job satisfaction from an empirical perspective. Drawing on a longitudinal dataset of 21.670 participants, 34 waves and across 40 years, the results suggested that people became less satisfied as their tenure within a given organization increased, yet as people aged, their satisfaction increased (Dobrow Riza, Ganzach, & Liu, 2018). However, this relationship is highly dependent on the job characteristics and the industry – for example, it was found that a series of more complex factors influence the reported levels of job satisfaction among nurses that include work environment, structural empowerment, organizational commitment, professional commitment, job stress, patient satisfaction, patient-nurse ratios, social capital, evidence-based practice and ethnic background (Lu, Zhao, & While, 2019). Therefore it is of vital importance to explore the various mediating and moderating factors that are associated with reported job satisfaction and perceived organizational culture in less investigated industries and jobs.

The initial review of the literature conducted by the authors was not able to identify many articles that explored the nexus of organizational culture and job satisfaction in the wood industry companies. Existing reviews of the literature have suggested that the organizational culture and job satisfaction are over-researched in certain areas (such as retail or service sector) while they are under-researched in other (such as agriculture) (Stefanovska–Petkovska, Petrovska, Bojadziev, Schaeffer, & Tomovska-Misoska, 2019). Therefore, the purpose of this research is to address this gap and provide initial insight into the organizational culture and job satisfaction specifics of the wood industry companies in Macedonia.

Theoretical model

Based on the conducted review of the academic literature in the field, the theoretical research model in Figure 1 was constructed along with four main research hypotheses.

Hypothesis 1: There a statistically significant association between employees' position and organizational culture company scores.

Hypothesis 2: There is a statistically significant association between gender and organizational culture company scores.

Hypothesis 3: There is a relationship between reported job satisfaction and employees' position in the company

Hypothesis 4: There is a relationship between reported job satisfaction and employees' tenure in the company

Figure 1: Theoretical research model
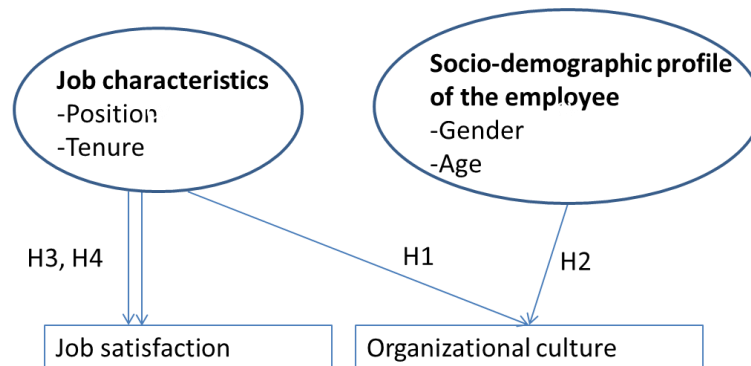
Wood industry in the Republic of Macedonia

In the Republic of North Macedonia and in most of the western Balkan countries, wood processing and furniture production are strategic sectors. This area is rich with forest resources and there is a centuries-long tradition of forestry and forest utilization. The industry is one of the first industries in general in the country , and survived through many economic, social and political reforms and changes. Since the wars of independence in the 1990s, the countries of Former Yugoslavia including Macedonia abandoned the socialist system and became free-market economies . The Balkan region is important in the wood industry for two main reasons. First, this region is one of the richest forested areas in Europe with regard to hardwood growing stock (Glavonjić, Vlosky, Borlea, Petrović, & Sretenović, 2009). The second reason is its strategic geographic location for transshipment of wood and wood products into the European Union (EU), the Middle East, as well as other regions.

Methodology

Sample

A total of 100 employees from five companies were invited to participate in the research. All employees accepted and completed the research questionnaire. The response rate was 100%.

Procedure

All participants were approached during working hours in the premises of the company. The managerial team of the company provided permission to access the premises and administer the research to all present employees. All invited participants were informed on the purpose of the research and that their participation was voluntary and anonymous. In order to reduce the social desirability bias, none of the members of the managerial and supervisory team were present during the administration of the research. The participants were free to withdraw from the answering the questionnaire at any time.

Research instrument

The research utilized a quantitative approach with a questionnaire as the main research instrument. The questionnaire contained four main sections. The first section measured the organizational culture dimensions using the Organizational Culture Index (OCI). The second section diagnosed organizational culture dimensions using the Vox Organizationis (Tomovska-Misoska, Bojadziev, Stefanovska, & Nikolovska, 2011). The following section measured the self-reported job satisfaction of employees, while the final section collected the demographic data of the respondent.

Organizational Culture Index (OCI)

Wallach (1983) determines two main criteria of the effectiveness of an organization: results (or *what*) and how the results are achieved (or *how*). According to this author, the organizational culture of each company has to be able to answer to the question *how*. Wallach distinguishes three main cultural dimensions of an organization: bureaucratic, innovative and supportive, measured by 8 items each in his Organizational Culture Index (OCI). The OCI index describes organizational culture in terms of three distinct dimensions: (1) Bureaucratic, (2) Innovative, and (3) Supportive. Respondents indicate the extent to which 24 adjectives describe their organization on a scale from 0- 3 scores (where 0 = *does not describe my department at all* and 3 = *describes my department most of the time*), which most correspond with how they see their department.

Items are grouped into three cultural dimensions each containing eight items. Scores for each dimension are expressed as a sum of the eight items. The culture type with the highest value is then regarded as the most dominant culture type.

Vox Organizationis

This instrument describes the types of organizational culture in terms of four dimensions: (1) Managerial Style (participative vs autocratic management), (2) Work environment (cold versus warm environment), (3) Organizational openness (open versus closed system), and (4) Entrepreneurial orientation (risk averse versus entrepreneurial orientation). There are 18 questions in total, where the participants answer on a

scale of 0-3   (scoring like in OCI) which most correspond with how they see their department. This instrument does not equally divide the questions for the dimensions, but certain questions represent certain dimensions, where the meaning of those questions will give the score which can be above 1.5 or below 1.5, which   will indicate the inclination of the organization. The implementation of the VOX Organizationis is expected to give a general idea on where the small and medium Macedonian furniture companies stand in terms of the four dimensions of the VOX model: decision making and behavior, people-task, innovation and risk taking and open versus closed systems.

Since OCI has been explored in more detail in the academic literature, for the purpose of the hypothesis testing, this research will measure the determinants of organizational culture through this instrument. However, both instruments and their dimensions will be compared later in the research.

Job Satisfaction

Research in the area of job satisfaction has argued that it can be measured using a single global rating scale consisted of one question. For example, "All things considered, how satisfied are you with your job?" (Robbins, 2005). This is a very simple but important instrument that contains only one question on overall job satisfaction. This instrument is again used the same way of scoring on a scale of 0-3. (higher scores indicating higher level of job satisfaction).

Demographic data

The last part of this specially designed questionnaire is for collecting demographic data of the participants. The demographic data contained seven questions for: sex, age, educational background, marital status, children , tenure and managerial position.

Results

The total number of participants that were invited to participate in the survey was 100. All invited participants accepted to participate in the survey resulting in a response rate of 100%. The participants were randomly recruited from the employees in five wood and lumber companies. Table 1 presents the distribution of participants by company.

Table 1 – Distribution of respondents by company

Company	N	%
1 Divano	40	40,0
2 Karat	15	15,0
3 Mebel Vi	15	15,0
4 Kristina Damil	17	17,0
5 Canape	13	13,0
Total	**100**	**100,0**

As presented in Table 2, the majority of the respondents were female (56%). The dominant age group was 30-39 years (46%) followed by 40-49 years (32%). For 65% of the respondents, a high school degree was their highest level of education, followed by 28% of the respondents who had a university degree. Regarding marital status, 66% of the respondents were married, followed by 20% who were in a relationship. A strong majority of the respondents (71%) had one or more children.

Concerning tenure, 43% of the participants have worked in the current company between 1 and 3 years, followed by 20% of the respondents who worked for 4-6 years. Regarding their position in the company, 26% of the respondents currently held managerial positions. This makes the sample suitable for evaluating the organizational culture, dimensions and self-reported job satisfaction from both the employee and managerial perspective.

Table 2 Demographic characteristics of the sample by company

	Variable	Divano	Karat	Mebel Vi	Kristina Damil	Canape	Total
Gender	male	20	5	7	5	7	44
	female	20	10	8	12	6	56
Age	18-29	6	3	3	1	2	15
	30-39	20	4	5	9	8	46
	40-49	14	7	4	5	2	32
	50-59	0	0	3	2	0	5
	< 60	0	1	0	0	1	2
Education	primary school	2	1	0	0	1	4
	high school	29	10	8	10	8	65
	Univeristy degree	8	4	5	7	4	28

	master degree	1	0	2	0	0	3
	doctoral degree	0	0	0	0	0	0
Relationship status	single	3	1	3	3	0	10
	relationship	6	3	1	3	7	20
	married	29	11	9	11	6	66
	divorced	2	0	1	0	0	3
	widow/er	0	0	1	0	0	1
Children	yes	27	11	12	13	8	71
	no	13	4	3	4	5	29
Tenure	< 1 year	3	3	3	2	3	14
	1-3 years	26	3	3	5	6	43
	4-6 years	5	4	3	6	2	20
	7-10 years	6	2	4	3	0	15
	> 10 years	0	3	2	1	2	8
Management position	yes	9	4	4	4	5	26
	no	31	11	11	13	8	74

Descriptive statistics

Table 2 shows the mean, standard deviations, skewness and kurtosis levels. As observed, the standard deviations, skewers and kurtosis levels are low and the data can be characterized as robust and normal. Therefore, parametric analysis techniques are possible in the subsequent sections.

Table 2 presents the results for all companies that were included in the research. The OCI scores indicate that in general supportive culture is the dominant cultural dimension in all companies. The results from Vox Organizationis indicate that the managerial style of the companies is participative, the work environment is cold, the organizations were characterized as open and entrepreneurial. The job satisfaction score is above its mid-point indicating a general satisfaction of both managers and employees with their job.

Table 3- Descriptive statistics

		Valid cases	Mean[a]	Std.Dev	Skewness	Kurtosis
OCI scores	Innovative culture	100	19150	,61747	-1038	,803

	Bureaucratic culture	100	20525	,55765	-,555	-,160
	Supportive culture	100	21650	,63188	-,872	,166
Vox Organizationis scores	Managerial style	100	17800	,41633	-1373	-,119
	Work environment	100	12000	,34874	1523	,325
	Organizational openness	100	18600	,55784	-,512	-,384
	Entrepreneurial orientation	100	16900	,46482	-,834	-1331
Job satisfaction scores	Job satisfaction	100	22950	,74906	-,683	-,803

[a] *The OCI and Vox Organizationis were measured on a 4-point scale resulting in a mid-point of 2.5. Job satisfaction was measured on a two point scale therefore having a mid-point of 1.*

Sampling adequacy and Reliability Analyses

The sampling adequacy was conducted using the Kaiser-Meyer-Olkin (KMO) analysis. Table 4 summarizes the KMO measurements and shows significant results for Bartlett's test of sphericity (p=0.000), which further supports the sampling adequacy of the data.

Table 3 - KMO and Bartlett's test of sphericity

Kaiser-Meyer-Olkin		,834
		(Great)
Bartlett test of sperecy	Aprox. Chi-square	381,313
	gl	28
	Sig.	,000

The calculated Cronbach alpha for the data was 0.795 while the Table 5 shows the results of the calculation of Cronbach alpha coefficients for the items ranged from .719 to .860. The high coefficient scores (more than 0.7) lead to the conclusion that the scales are acceptably reliable. No items were deleted so as to maintain the integrity of the research instrument.

Table 5 – Reliability Analyses

	No Items	Cronbach Alpha
Innovative culture	8	,744
Bureaucratic culture	8	,740
Supportive culture	8	,719
Managerial style	7	,760
Work environment	4	,860
Organizational openness	4	,794
Entrepreneurial orientation	3	,747
Job satisfaction	2	,761

Assessment of OCI scores in wood-industry companies

Table 6 presents the cumulative and company-level results from OCI. Considering the cumulative results, supportive culture is the dominant cultural dimension compared to the other two cultural dimensions. Similar findings are observed on the company level. Four companies are characterized as having supportive culture, while only one company has bureaucratic culture as dominant.

Table 6 – OCI results[a] by company

Company	Supportive culture	Innovative culture	Bureaucratic culture
Divano	**2,4250**	2,1563	2,2875
Karat	**1,7500**	1,3250	1,4333
Mebel Vi	**2,3667**	1,9833	2,0667
Kristina Damil	1,5956	1,5882	**1,8235**
Canape	**2,3558**	2,2019	2,3269
Total	**2,1650**	1,9150	2,0525

[a]*The scores measured on a four-point scale (ranging from 0 to 3) resulting in a mid-point of 1.5.*

OCI and management position

As seen in Table 7 there is a difference in the OCI scores between employees in managerial and non-managerial positions. The results of the Chi-Square analyses (Table 8) indicate that there is no statistically significant association between management position and OCI company scores.

Table 7 - Cross tabulation of OCI scores and position of respondent in the company

			Management position		Total
			1 yes	2 no	
OCI	Innovative culture	Count	5	8	13
		% inoci	38,5%	61,5%	100,0%
		% inmanagement_position	19,2%	12,3%	14,3%
		% of Total	5,5%	8,8%	14,3%
	Bureucratic culture	Count	10	21	31
		% inoci	32,3%	67,7%	100,0%
		% inmanagement_position	38,5%	32,3%	34,1%
		% of Total	11,0%	23,1%	34,1%
	Supportive culture	Count	11	36	47
		% inoci	23,4%	76,6%	100,0%
		% inmanagement_position	42,3%	55,4%	51,6%
		% of Total	12,1%	39,6%	51,6%
Total		Count	26	65	91
		% inoci	28,6%	71,4%	100,0%
		% inmanagement_position	100,0%	100,0%	100,0%
		% of Total	28,6%	71,4%	100,0%

Table 8 - Chi-SquareTest

	Value	Df	Asymp. Sig.(2-sided)
Pearson Chi-Square	1,444[a]	2	,486
Likelihood Ratio	1,429	2	,489
Liner-by-Linear Association	1,414	1	,234
Nº of Valid Cases	91		

a. 1 cell (16,7%) has na expected count less than 5. The minimum expected count is 3,71.

Phi and Crammer's V tests are tests of the strength of association. As seen the table below (Table 9) the strength of association between the variables is very weak.

Table 9-Symmetric measures

		Value	Approx. Sig.
Nominal by Nominal	Phi	,126	,486
	Cramers V	,126	,486
Nº of Valid Cases		91	

OCI and gender

The results of the cross tabulations and chi-Square analyses (Table 10) indicate that there is not a statistically significant association between gender and OCI company scores.

Table 10 - Cross Tabulation OCI and gender and results of chi-square test

		gender		Total		Value	df	Asymp. Sig.(2-sided)
		male	female		Pearson Chi-Square	1,302[a]	2	,522
Innovativeculture	Count	7	6	**13**	Likelihood Ratio	1,304	2	,521
	% inoci	53,8%	46,2%	**100,0%**	Liner-by-Linear Association	1,147	1	,284
	% ingender	16,7%	12,2%	**14,3%**	Nº of Valid Cases	91		
	% of Total	7,7%	6,6%	**14,3%**	a. a. 0 cell (0,0%) has an expected count less than 5. The minimum expected count is 6.00.			
OCI bureucraticculture	Count	16	15	**31**				
	% inoci	51,6%	48,4%	**100,0%**				
	% ingender	38,1%	30,6%	**34,1%**				
	% of Total	17,6%	16,5%	**34,1%**				
supportivecuRlture	Count	19	28	**47**				

% inoci	40,4%	59,6%	**100,0%**
% ingender	45,2%	57,1%	**51,6%**
% of Total	20,9%	30,8%	**51,6%**
Count	42	49	**91**

% inoci	46,2%	53,8%	**100,0%**
Total			
% ingender	100,0%	100,0%	**100,0%**
% of Total	46,2%	53,8%	**100,0%**

Phi and Crammer's V tests are tests of the strength of association. As seen the table below (Table 11) the strength of association between the variables is very weak.

Table 11-Symmetric measures

		Value	Approx. Sig.
Nominal by Nominal	Phi	,120	,522
	Cramer's V	,120	,522
Nº of Valid Cases		91	

Analyses of Vox Organizationis scores in wood-industry companies

The results suggest that the dominant managerial style in all companies is participative. This means that the manager engage employees in their decision making processes. However, differences are observed in one of the companies (Kristina Damil) in which the reported scores indicate an autocratic management style meaning that the management are the key decision makers in the company. Regarding the work environment, differences are observed when comparing companies. Four of the companies reported a warm working environment. However, it should be noted that the scores were marginally above the mid-point. The remaining company reported a cold work environment. This means that the work environment is more individualistic, lacking a sense of inclusion of the employees. The organizational openness scores indicate that the organizations are perceived as open systems. Finally, the scores regarding entrepreneurial orientation indicate that three companies are characterized as entrepreneurial, while the remaining two were risk-averse. An entrepreneurial company means that it is open to invention and new ides while demonstrating readiness to apply them in their strategic approach.

Comparisons of OCI and Vox Organizations scores on company level

The following section provides a comparison of the Vox Organizationis and OCI profile of the company. As presented in Table 12, there is an indicative overlap between both instruments. More specifically, companies that have been characterized with a participative managerial style and generally warm environment in the Vox Organizationis instrument are characterized as having a supportive culture in accordance with the OCI instrument. On the other hand, the company that has been characterized as cold and autocratic in the Vox Organizationis instrument has been profiled as bureaucratic in the OCI instrument. Since job satisfaction was high for all companies, this measure was not included in the comparative table.

Table 12 – Comparisons of OCI and Vox Organizations scores on company level

Company	VoxOrganizationis				OCI		
	Managerial style	Work environment	Organizational openness	Entrepreneurial orientation	Supportive culture	Innovative culture	Bureaucratic culture
1 Divano	participative	warm	open	entrepreneurial	supportive culture	/	/
2 Karat	participative	warm	open	risk averse	supportive culture	/	/

3 Mebel Vi	participative	warm	open	entrepreneurial	supportive culture	/	/
4 Kristina Damil	autocratic	cold	open	risk averse	/	/	bureaucratic culture
Canape	participative	cold	open	entrepreneurial	supportive culture	/	/

Analyses of job satisfaction in wood-industry companies

The following table (Table 12) demonstrates the differences in job satisfaction by company, position and tenure. As can be observed, the highest level of job satisfaction is reported by employees in Divano. Regarding their position in the company, it is interesting to note that non-managerial employees report higher job satisfaction compared to employees who have a managerial position. Finally, those employees who havd been working between 1-3 years in the company report the highest levels of job satisfaction.

Table 13 – Job satisfaction scores[a] by company, position and tenure

		Job Satisfaction	Std. Dev.
Company	Divano	**2,6250**	0,0763
	Karat	2,0000	0,2500
	Mebel Vi	2,3333	0,1915
	Kristina Damil	1,7059	0,2090
	Canape	2,3462	0,1658
	Total	2,2950	0,0745
Position	management	2,2692	0,1416
	non-management	**2,3041**	0,0882
	Total	2,2950	0,0745

Tenure	less than 1 year	2,2857	0,1953
	1-3 years	**2,5349**	0,0896
	4-6 years	2,1500	0,2020
	7-10 years	2,0667	0,2163
	more than 10 years	1,8125	0,2824
	Total	2,2950	0,0745

Discussion and conclusions

The identification of SMEs in southeast Europe as drivers of the economy as well as the lack of data related to the prevailing organizational culture of the SMEs from this part of Europe and in particular, from the wood industry (furniture) companies, impose the need for measuring of organizational culture. This could be done by utilizing an instrument applicable for this region that combines the elements of the national cultures and the needs of Macedonian organizations and organizations from the wider area. The results indicated that the compared furniture companies have similar organizational cultures. Based on the scores on each of the four cultural dimensions of OCI, our conclusion is that the organizational culture positioning of the three companies is similar on the DMB, IRT and O-C dimensions. The results of the second instrument Vox Organizationis gave a wider picture for the investigated companies. The dominant managerial style that four out of five companies had was participative. This means that the companies are democratic and that there is a shared understanding of the culture, there is communication and feeling that the employees are treated well and fairly. The scores of the four enterprises indicate the making of decisions through certain involvement of the organizational members in the process. On the other hand, this could signify that there is a lack of standardized manners and procedures in the everyday functioning of the companies which might become an obstacle for the future growth of the companies if these are not set properly and in a timely fashion. Again only one of the companies had an autocratic managerial style, which means that the behavior of the employees is governed by firm rules of governance and procedures. Actually, that is the same company that had a bureaucratic culture in the OCI index, meaning that the two instruments gave the correct same results (overlapping). The second dimension shows that the dominant work environment was warm, meaning that the companies care about their employees and their well-being. The numeric parameters suggest that four out of five companies

nurture a working environment in which the tasks are completed through promotion of care for the people and building positive working relationships. Only one company had a cold environment. The third dimension stands for organizational openness and all five companies resulted having open organizations. The result was expected because of the general economic situation in the country, where every company tries hard to collaborate with the customers and wants to find new ways first for surviving and later for expanding. This openness not refers only to the external environment, but on the inside environment of the company as well. On the O-C dimension there are also no significant differences between the five companies and they all show moderate to high internal and external openness. The results indicate (as it is assumed for companies of this size) that the new employees are relatively easily accepted and supported to adapt fast to the working rhythm of the company. The scores are in the higher range of the dimension but not extremely high which may be due to a lower scoring on certain questions such as those related to the collaboration with communities and competitors. The last dimension measures the entrepreneurial orientation of the companies and the entrepreneurial orientation was dominant.

The third instrument gave results for Job Satisfaction and all companies had good result, all above the mid-point. Further analyses revealed that the employees who are not in a management position have a higher level of satisfaction while the least satisfied are the ones that work more than 10 years.

Limitations of the research

As the study was conducted on a small sample, a conclusion on the predominant organizational culture in the wood industry and furniture companies in Macedonia cannot be drawn. Another limitation of the research is that there are some differences in the number of employees (i.e. respondents) between the compared companies and this fact causes misbalance and the inability to make a demographic comparison on a company level as the groups within a company would contain less than 20 respondents. However, the results of the research can serve to the studied companies as a base for building a strategic framework for their long-term sustainability.

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