



Vol. 3 No. 1 (January) (2025)

## Examining the Relationship between Organizational Culture and Job Satisfaction in the Department of Public Works

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### Abstract

**Purpose**– Using extensive survey data in Chinese construction firms, this study investigates the link between organizational culture and job satisfaction of employees at the Department of Public Works.

**Design/methodology/approach**– The methodology used was primarily quantitative, with the survey piloting a series of established measurement instruments. The data were collected by convenient sampling and absolute assurance of confidentiality was provided which helped in reducing the potential threat from common method variance (CMV). The final sample was made up of 568 employees from various organizational levels. The distribution of respondents by designation, age and work experience was subject to descriptive statistics. Analysis of data was performed via partial least square equation modelling (PLS-SEM) using smart PLS(4), which is a reliable method for assessing associations between constructs.

**Findings**– The results indicated a significant association between organizational culture and job satisfaction. The instruments used were the Multifactor Leadership Questionnaire (MLQ) for leadership, the Organizational Culture Assessment Instrument(OCAI), the Competence Assessment of Responsible Employees(CARE) and the Minnesota Satisfaction Questionnaire(MSQ)-for organizational culture to job satisfaction. The results of their analysis show that supportive leadership and positive organizational culture have a significant influence on employee job satisfaction. This was supported by



## Vol. 3 No. 1 (January) (2025)

demographic data that highlighted the representation of age groups, "work experience levels", and organizational roles surveys were completed by both management level staff as well non-management.

**Practical implications**– Findings point to the importance of supportive leadership and strengthening competence in respect to organizational culture for job satisfaction, and retention performance. These insights can be used by managers and policymakers in the Department of Public Works to ensure that their subordinates are working as good -happily- slaves.

**Originality/value**– In this paper we build on the URI-DOJ framework and recent empirical literature to address an understudied question: How does organizational culture in public sector agencies relate to job satisfaction within a particular context that involves paid labour employment? Applying PLS-SEM increases the methodological rigour of our study and provides a holistic perspective on the constructs under consideration.

**Keywords:** Organizational culture, Job satisfaction, Department of Public Works, PLS-SEM, Leadership, Competence.

### Introduction

The connection between organizational culture and job satisfaction has been a topic of great interest in the areas related to organizational behaviour and human resource management. The organizational culture, shaped by shared values, beliefs and practices within the organization itself is significantly responsible for determining when comes to work environment or employee attitudes & behaviors [1]. Given all of this, it is no wonder that job satisfaction-a measure of how content and fulfilled employees are in their jobs-is closely tied to these same cultural characteristics. This relationship is particularly important regarding the Department of Public Works, due to its key role in maintaining public infrastructure - e.g. roads, bridges and water-supply systems along with constructing new infrawork sites such as buildings for citizens' services [2].

There are more public sector organizations, like town and city public works departments, that have to tackle some unusual challenges not shared with their private brethren [3]. These factors include bureaucratic processes, budget limitations, political pressures and increased public accountability. Several factors can significantly influence the culture of an organization, with direct effects on employee job satisfaction. A positive refugeustrial culture can serve as an antidote to these challenges by providing a sense of community, fostering creativity and promoting revitalization. On the contrary, a negative culture can result in dissatisfaction slower processing and high employee turnovers [4].

Although previous studies have demonstrated a relationship between positive organizational culture and high job satisfaction in numerous sectors, there is scarce literature on this issue concerning public works departments, particularly from non-Western countries. The purpose of this study was to rectify such deficiency [20] by delineating the association between organizational culture and job satisfaction, shedding light on potential interventions that could be used as tools for managerial practice and policy in government employment arenas [5].

**Aim of the Study** The main aim of this research is to determine organisational culture in different dimensions that impact job satisfaction levels among



## Vol. 3 No. 1 (January) (2025)

employees who are working under the Department of Public Work. The study aims to examine these relationships by first identifying the most widely held cultural attributes within an organization and then measuring levels of job satisfaction across roles/functions at various organizational hierarchical points. The study also seeks to offer some practical advice on how organizations can build a culture that enhances job satisfaction and performance in the department.

To meet these objectives, the study utilizes a quantitative methodology through a survey questionnaire conducted among employees of Chinese public works involved in construction firms in different sectors. The systems include classical measurement instruments such as the Multifactor [6]Leadership Questionnaire (MLQ) and Organizational Culture Assessment Instrument (OCAI), Competence Assessment for Responsible Employees (CARE), or Minnesota Satisfaction Questionnaire e.g. Ultimately, partial least square equation modelling (PLS-SEM) serves as our mode of data analysis to examine the relationships between these constructs.

By examining the link of organizational culture to job satisfaction in DPW, this study has theoretical and practical significance. This study furthers theoretical development by adding empirical data from a non-Western context and illustrating the unique characteristics of public sector organizational culture. For practice, the results offer a roadmap to managers and policymakers on building a culture that enhances job satisfaction resulting in better employee staff retention and yielding improved performance & effective service delivery [7].

In conclusion, this study aims to give a clearer understanding of how organizational culture influences job satisfaction in DPWFs. The insights that result from examining these unique public sector challenges and dynamics offer a path to improvement in the management of government programs, services, or departments [8].

### **Literature Review**

Extensive research has been done on this topic of how organisational culture relates to job satisfaction there is an intricate and multi-dimensional relationship between organisational culture employee performance, retention and overall organizational effectiveness. The literature review also addresses the main theoretical frameworks, relevant empirical studies and research gaps with a focus on the public sector (particularly within the Department of Public Works...).

### **Organizational Culture**

Culture - Culture is the shared set of an organization's values, beliefs and principles, which are collectively held by its members. It reflects history, product and market characteristics, as well as technology, strategy and the employees that compose it; management style is at play too but a good dose of national culture sets successful companies further apart. The metaphor explanation raised by Edgar Schein: An organisational culture is a shared basic assumption group has learned as it solved its problems in external adaptation and internal integration. They are taught that these assumptions are real and, consequently to the way everyone deals with their problems; they are reliable data which one should also think of as true [9].



## Vol. 3 No. 1 (January) (2025)

The Competing Values Framework (CVF) of Cameron and Quinn (1999) is one model that has received widespread attention in the field of assessing organizational culture. The society framework recognizes four different types of culture: Clan (family/clan - the internal focus as well as an integration) Adhocracy Market Hierarchy Organizational behaviour and outcomes are shaped by these characteristics of each culture type [10].

### **Job Satisfaction**

Affective measures of job satisfaction capture employees' feelings or attitudes concerning their jobs. According to Locke (1976), job satisfaction is a positive or pleasurable emotional experience that an individual has in connection with the result of one's appraising the total of all facets connected to his career. This involves different dimensions related to work, with those being the job itself and hours of work; payment or salary; promotion opportunities; supervision - quality thereof (i. e practice performance feedback); and people you have as co-workers. One common job satisfaction measure is the Mangold-Sims et al., 1977 Minnesota Satisfaction Questionnaire (MSQ). The Scale measures multiple dimensions of job satisfaction and helps to provide a holistic picture of how employees perceive & feel about their jobs.

### **Relationship Between Organizational Culture and Job Satisfaction**

For example, while a causal relationship between organizational culture and job satisfaction has been established through numerous research works (many of which found high positive correlations), the findings on alternative mechanisms such as intrapersonal evaluations have not had much evidence in support. The influence of organizational culture was also shown by Lund (2003) in the context, for example between other aspects focused on job satisfaction organization commitment and perceived support. Silverthorne (2004) also found that an organizational culture based on support and positivity contributed positively to job satisfaction, which in turn increases overall effectiveness [11].

Because public organizations confront distinctive obstacles and constraints, organizational culture plays an especially important role in shaping job satisfaction within the context of the public sector. A positive organizational culture that focuses on values such as integrity, accountability and service can help contribute to the higher levels of job satisfaction found among public employees (Brewer & Selden 2000). Additionally, Moynihan and Pandey (2007) discovered a significant direct relationship between extramural stressors and job satisfaction in public agencies with organizational culture acting as the mediator stressing the importance of providing positive work conditions [12].

### **Public Works Departments**

Public works departments play a crucial role in upholding and building public infrastructure. The culture exhibited in the organizations can positively affect the level of job satisfaction, thereby decimating the quality and timeliness of services delivered to the public. The studies conducted to test the relationship between the organizational culture of the public works department and job satisfaction have been limited since most of the previous research on job satisfaction was cross-sectional. It can be argued that public works, among other public sector



## Vol. 3 No. 1 (January) (2025)

organizations, are typically affected adversely by a bureaucratic and hierarchical culture that limits the levels of job satisfaction. A clan or an adhocracy culture would promote work satisfaction as scholars have observed that strong cultures in either of the two categories lead to favorable organizational results.

### Research Gaps

Although there is some research on organizational culture and job satisfaction, these factors are still to be explored in the public works department considering non-Western contexts. Recent studies have been conducted under the lens of private sector organizations, and broad public sector contexts that lack anchorage to setting about understanding these dynamics in a more specific way - within departments of Public Works. Beyond this, many current theories have been supported by limited empirical evidence produced in Western countries - and there is some reason to suspect that cultural or organizational dynamics may function quite differently elsewhere.

### Research Questions

RQ1: What is the positive correlation of Leadership on job satisfaction.?

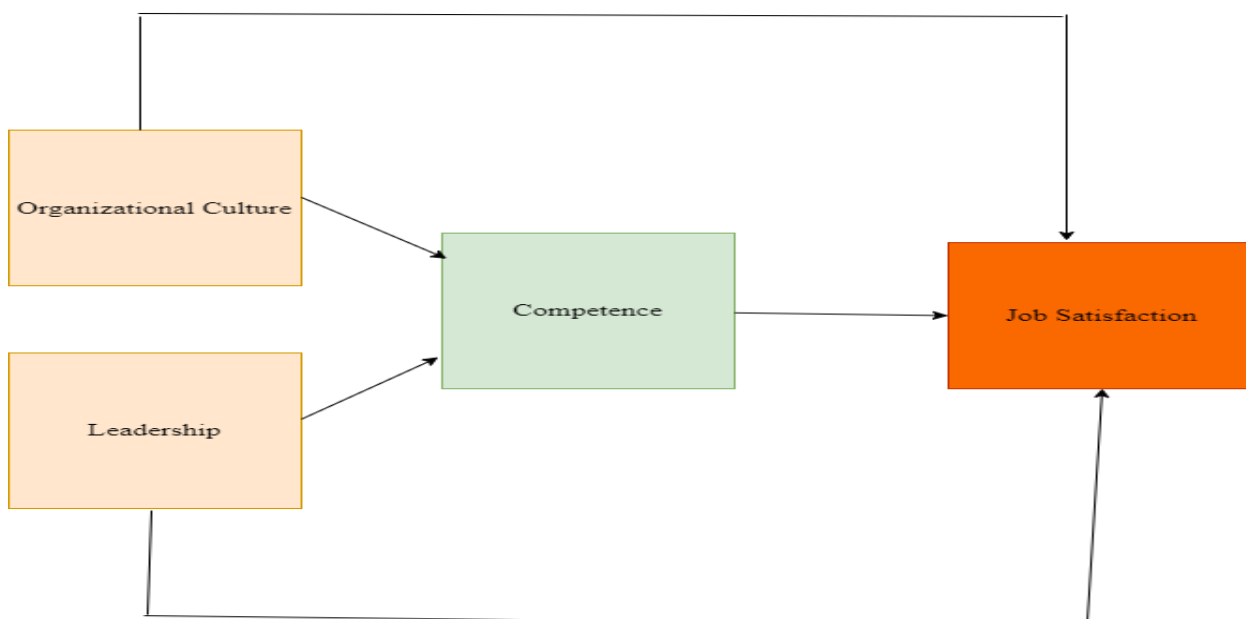
RQ2: The Impact of relationship organizational culture on Job satisfaction?

RQ3: Competence and Job Satisfaction?

RQ4: Competence as mediating Competence the relationship between Leadership and employee performance?

RQ5: What is the mediating role of Competence between organizational culture and job satisfaction?

Fig 1: Proposed Research Model





## Vol. 3 No. 1 (January) (2025)

### Development of Hypotheses

H1: We construct H1 as the leadership affects job satisfaction significantly and positively.

H2: Organizational culture significantly and positively affects Job satisfaction.

H3: Competence has a positive and significant influence on Job satisfaction.

H4: positive influence of Leadership on employee Performance mediated by Competence.

H5: There is a positive and significant influence of Organizational Culture on Job satisfaction mediated by Competence.

### Research Methodology

The following are related questions that the present study sought to address. Materials And Methods: A survey questionnaire was applied in the design of a quantitative study. Several Chinese construction companies took part in the surveys. Data was collected using a convenient sampling technique. ConfidentialityThe researchers created an environment conducive to maintaining the confidentiality of data, making it difficult to method variance (CMV).

### Descriptive Statics

A similar pattern is observed in the distribution of respondents by position within the organization: most often, people from general management were interviewed - 212 out of 819 (37.32%) This is a significant presence of high-level managerial perspective which demonstrates an important bias in the survey. It is then middle management, 26.76% (152 employees) and this points to a significant mid-tier presence as well. More of those overseeing the day-to-day operations answered (48 respondents, 8.45%) as Supervisors The second-largest category of respondents falls into the Technical Staff bucket, amounting to 14.08% (80) which denotes a fair number of specific technical roles being representative as part this population segment. Non-technical staff - 13.38% (76) For an idyllic blend from administrative and other non-technical positions, this perspective is going to be helpful The total number of respondents is 568, which provides good coverage for organizational levels.

The age distribution of the respondents shows that 32.39% (184 individuals) are between 26 and 30 years old - a large percentage of potential young professionals. The 31-35 age group, the most popular after increased efficiency with registering redeeming users bots, accounts for about one-quarter to early-to-mid thirties. 22.88% (130 respondents) are from the age bracket of 36-40 making it a significant portion for people in their late thirties People below the age of 25 were only 9.50% (54 individuals), making it a smaller group for younger workers The age group 45 and above is the least represented, at a rate of: 7.21% (41 people). In all, 568 respondents span a rich age profile.

Details in terms of the work experienced by respondents (n = 567) reflect that the single largest segment at least have less than three years of experience representing about thirty per cent, n = 158 or [27.81%], suggesting a significant number of relatively new employees. Then, 26.40% (150 people) of respondents with a background between 7 and 9 years indicate how many in the workforce are at an intermediate experience level from here on out. The third group,



## Vol. 3 No. 1 (January) (2025)

moderately experienced with 4-6 years makes up over a fifth of the community; closest to average at 23.59% (134 individuals). The number of employees who have been working for anywhere from 10 to 12 years lands at around the middle with a mere hit rate of just over one in every eight, those dozens and some per cent with this group constituting what remains: only twelve-point sixty-seven per cent (72 individuals). Only 54 (9.50%) form the youngest group, at least experienced; above double years of experience as the Pune-Julissa table immediately shows in below diagram #4: This gives us a summary of the expected work experience level distribution in the org, with 568 total responses.

### Measurement Model

In Table 1, a summary of parietal false response variables and their measurements is reported with the name of the respective authors. The independent variables are Leadership (MLQ 11 items) created by Bass and Avolio, (1995); Organizational Culture OCAI direct dimensions(12 items) Cameron and Quinn in 1999; Competence [CARE] Dubois Rothwell Stern and Kemp empirically developed scale;(6 items), and Job satisfaction MSQ(WIES LW Ryan DALE mother / ACLUQU Inist ~ Ethnaoistan; Dawis WE Lucanian Lofquist LHenninoy1960). This research paper is based upon primary data sources where the information was gathered from different public works departments of Pakistan. Methods We used questionnaires (email, online and delivered personally to companies) for data collection. A five-point Likert scale ranging from “strongly disagree” (1), Disagree(2), Undecided. (3) Agree(4), Strongly agree (5You will give your answer to the research questionnaire on this study-related variables.

Table 1: Variables and their measuring instruments

Variable	Measuring Instrument	Items	Author(s)
Leadership	Multifactor Leadership Questionnaire (MLQ)	11	(Bass & Avolio, 1995)
Organizational Culture	Organizational Culture Assessment Instrument (OCAI)	12	(Cameron & Quinn, 1999).
Competence	Competence Assessment for Responsible Employees (CARE)	6	(Dubois, Rothwell, Stern, & Kemp, 2004)
Job Satisfaction	Minnesota Satisfaction Questionnaire (MSQ)	10	(Weiss, Dawis, England, & Lofquist, 1967)

### Data Analysis

The data are analyzed through partial least square equation modelling (PLS-SEM), which is a statistical tool and the present study has used smart PLS software version 4. The justification for this specific analysis approach is because of the data/sample features, in addition to conducting a moderation analysis. This also has gained importance in the results of Human Resource Management



## Vol. 3 No. 1 (January) (2025)

(Hair, Ringle & Sarstedt; 2011). Fig 2 is the study that uses the PLS-SEM method in most of its publications as an established reporting perspective for conducting strong analysis from management sciences. Range. The SEM is the most advanced and comprehensive data analysis tool available today as well.

Stat Soft also refers to the following form of linear and additive assumed causal structure. It allows the authors to check out just how is builds of this study are interlinked.

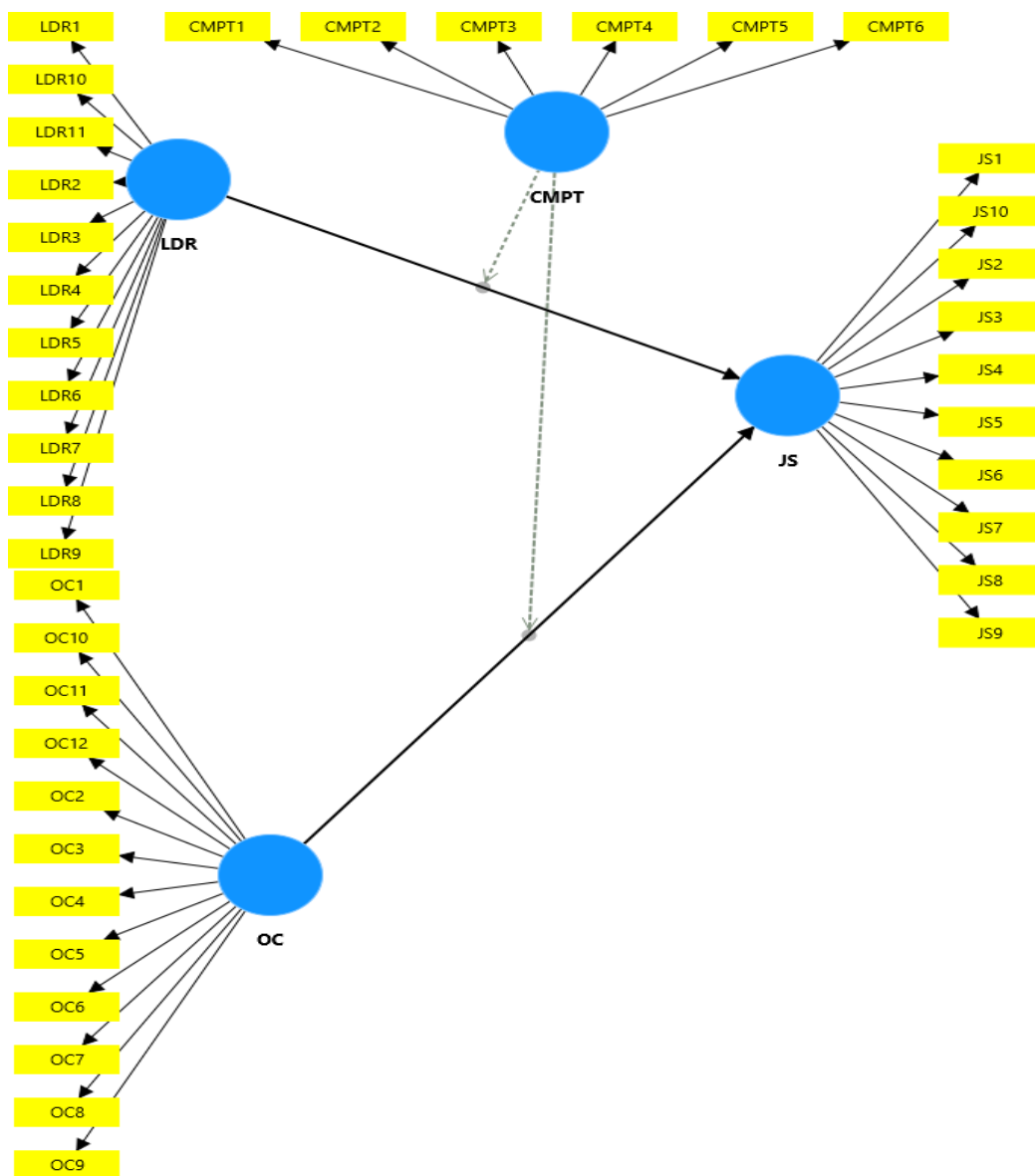


Fig 2: SEM Model



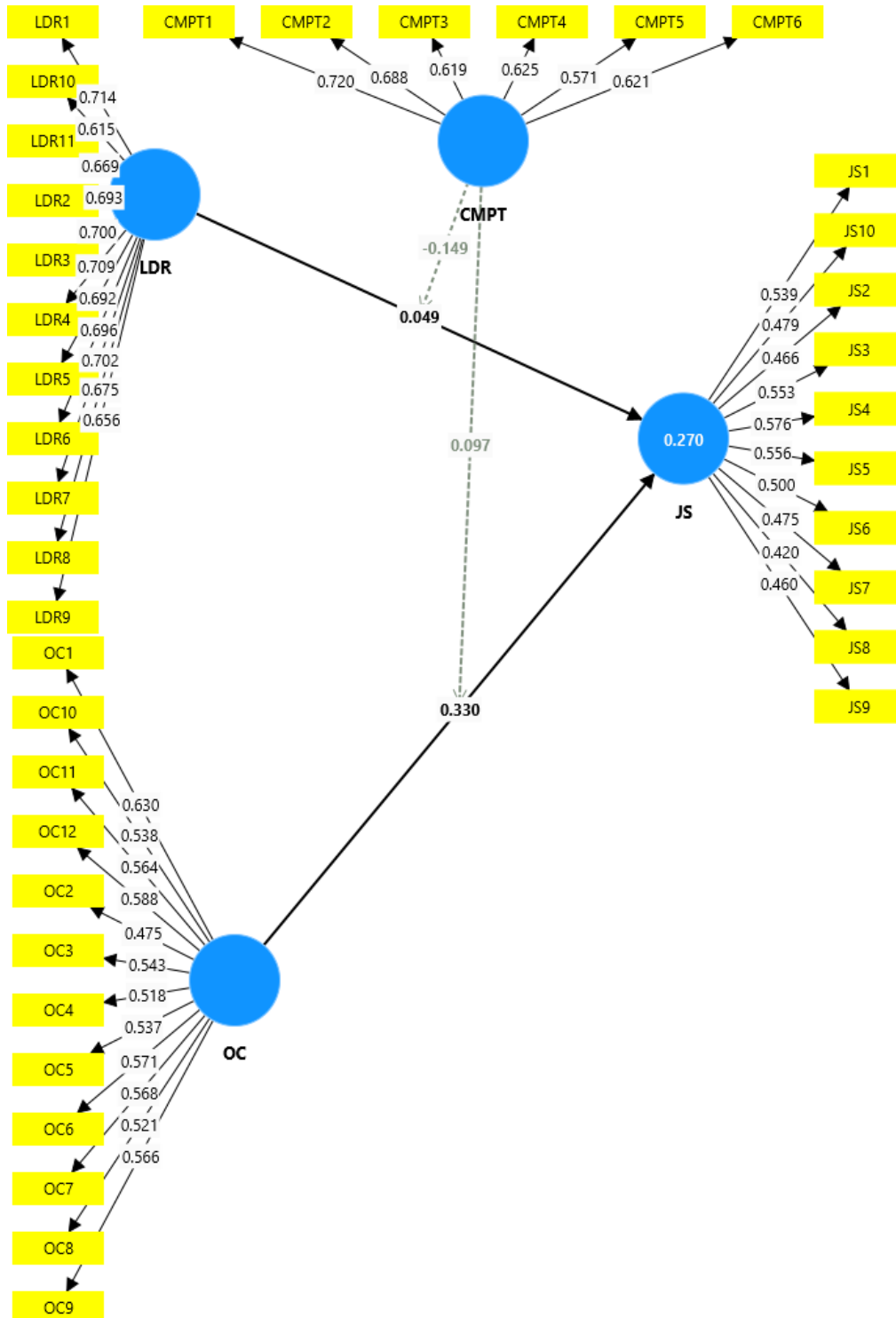


Fig 3: PLS-SEM Algorithm

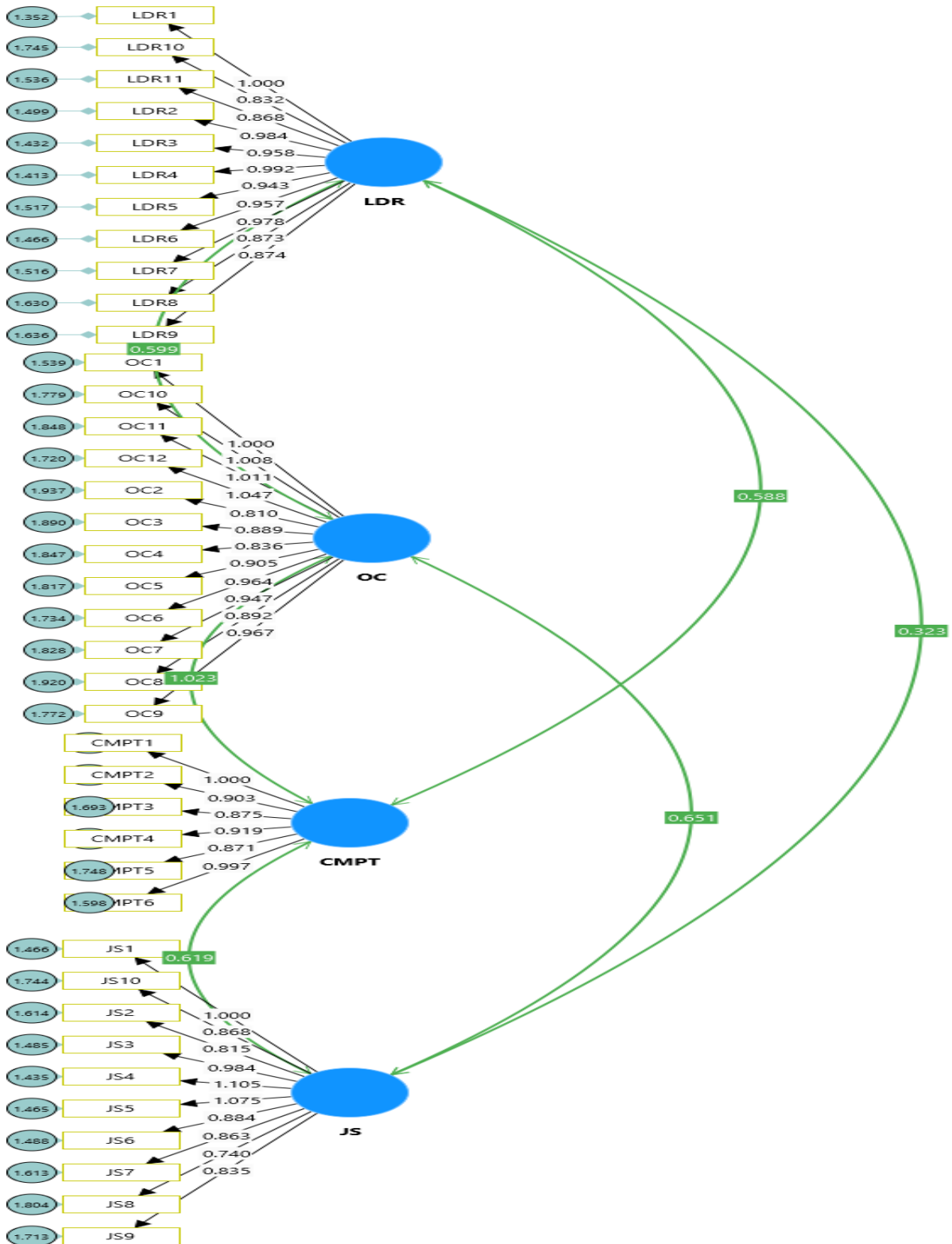


Fig 4: CB-SEM Algorithm



Table 2: Factor Loadings and Reliability

	Loadings	Cronbach's alpha	CR	AVE
LDR1	0.714	0.886	0.888	0.668
LDR2	0.693			
LDR3	0.700			
LDR4	0.708			
LDR5	0.692			
LDR6	0.696			
LDR7	0.702			
LDR8	0.674			
LDR9	0.656			
LDR10	0.616			
LDR11	0.670			
OC1	0.630	0.793	0.796	0.706
OC2	0.574			
OC3	0.543			
OC4	0.519			
OC5	0.537			
OC6	0.571			
OC7	0.569			
OC8	0.521			
OC9	0.566			
OC10	0.539			
OC11	0.563			
OC12	0.588			
CMPT1	0.719	0.715	0.724	0.613
CMPT2	0.687			
CMPT3	0.618			
CMPT4	0.627			
CMPT5	0.571			
CMPT6	0.621			
JS1	0.536	0.773	0.776	0.755
JS2	0.557			
JS3	0.549			
JS4	0.569			
JS5	0.553			
JS6	0.687			
JS7	0.576			
JS8	0.532			
JS9	0.581			
JS10	0.684			



As shown in Table 2, the constructs LDR, OC and CMPT have adequate to good reliability and convergent validity while JS is slightly lower. For LDR, reliability was strong (Cronbach's alpha = 0.886; CR = 0.888) but convergent validity is lower (AVE:0.668), also loadings of Cron et al [9]. OC also demonstrate good reliability (Cronbach's alpha = 0.793, CR = 0.796), and strong convergent validity (AVE = 0.706). However, many loadings were slightly above the minimum acceptable level to fit the model but not the acceptability criteria. CMPT is reliable (Cronbach's alpha = 0.715, CR=0.724) and valid for the convergent construct (.613); except that some loadings are moderate [19]. Several low loadings have been found for JS, which presents good reliability (Cronbach's alpha = 0.773; CR = 0.776) and strong convergent validity (AVE = 0.755). To summarise, although reliability and convergent validity are acceptable, a few individual items across constructs may need corrections.

Table 3: Descriptive Statistics of the Data

Variables	Observations	Items	Mean	Std. dev	Coefficient of Variance (CV)
LDR	568	11	3.3	0.68	.645
OC	568	12	3.4	0.85	.528
CMPT	568	6	3.4	.59	.689
JS	568	10	3.5	.79	.487

Table 3. Descriptive statistics

LDR: 3.3; 0.68; 0.645; OC: 3.4; 0.85; 0.528; CMPT: 3.4; 0.59; 0.689; JS: 3.5; 0.79; 0.487;. The table provides a statistical overview of four variables Lukwata, Musoke, Wafula, & S seJSebwa. Each variable includes every 568 observations. LDR is measured with 11 items. The variable has a mean of 3.3 and a standard deviation of 0.68. The highest coefficient of variance is 0.645. OC utilizes 12 items and shows higher results: 3.4, 0.85, and 0.528 accordingly, while CMPT has one of the highest means 3.4, but the lowest deviation: is 0.59. The variable also has the highest coefficient of variation: 0.689. Finally, 10 items measuring JS have the highest mean value: 3.5; SD is 0.79, and CV is 0.487, the lowest among the observed variables. HE, OC, and CMPT with 4-item variables show sufficient results, but the lowest deviation value for the 6-item variable was considered to be alarming. JS has the best mean score; LDR and OC have very similar results. CV demonstrates the relative variability, accordingly, CMPT demonstrates the highest variability between the variables.

Table 4: Correlation of Variables

	CMPT	JS	LDR	OC	CMPT x LDR	CMPT x OC
CMPT	1.000					
JS	0.449	1.000				
LDR	0.462	0.266	1.000			
OC	0.766	0.492	0.499	1.000		
CMPT x LDR	-0.415	-0.337	-0.158	-0.520	1.000	



Vol. 3 No. 1 (January) (2025)

CMPT x OC	-0.569	-0.317	-0.431	-0.661	0.640	1.000
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As shown in Table 4, there are several interesting correlations between competence (CMPT), job satisfaction (JS), leadership and organizational culture also analysed. Competence is highly positively correlated with organizational culture ( $r = 0.766$ ) which means greater levels of competence were related to a higher level of positive organisational culture, as observed by Denison and Jenei similar to Camron et al., 2003). Moderate positive linear relationships have been observed between competence and job satisfaction ( $r = 0.449$ ) as well as between competence and leadership ( $r = 0.462$ ), which could mean increased competence results in more job satisfaction, improved leadership skills etc With theoretical background, job satisfaction seems as a reason of moderate high correlation with organizational culture ( $r=0.492$ ) that attributes Weiss et al. (1967) and Smith et al. Galbraith, 1984) key employee satisfaction (Hertzberg et al.,1969), which is based on a supportive organisational culture. By contrast, the interaction terms (CMPT x LDR and CMPT x OC) only had low or moderate negative correlations with other variables: e.g., there is a strong correlation between competence's human capital and its structural dimension  $r = 0.437$ ), which makes them relevant to explore in future research projects since complexity points towards non- straight-forward effects of interplay - this holds particularly for the interaction of competence and organisational culture i.e. because they significantly correlated negatively with one another [e.g.: $r=-66$ )). These results suggested that competence, positive leadership of nursing and organizational culture were factors related to job satisfaction.

Table 5: Discriminate Validity

Relationship	Heterotrait-monotrait (HTMT)	ratio
OC <-> JS	0.644	
LDR <-> JS	0.545	
LDR <-> OC	0.587	
CMPT <-> JS	0.522	
CMPT <-> OC	0.545	
CMPT <-> LDR	0.454	

Table 5: Heterotrait-Monotrait (HTMT) Ratios for Construct in Structural Equation Modeling [24] Full-size table The results suggest that the HTMT ratios of all pairs of constructs showed good level discriminant validity as they were below the 0.90 threshold value commonly recommended (see Table -). OC with LDR have HTMT of 0.587 which is an ideal value, OC and Job satisfaction (Lukwata et al., 2023) demonstrate a higher but acceptable HTMT ratio of 0.644 as compared to the maximum threshold limit six one [pdt\_apc\_editor]. Similarly, LDR and JS; CMPT and JS; and well as CMPT and OC pairs could also be considered discriminant valid with HTMT ratios ranging from 0.454 to 0.545. This would indicate that the constructs in our SEM model are different and truly measure separate underlying concepts validating the measurement of these constructs.



Vol. 3 No. 1 (January) (2025)

Table 6: Multicollinearity (Variance Inflation Factor)

Effects	VIF
OC -> JS	1.638
LDR -> JS	1.485
CMPT -> JS	1.273
CMPT x LDR -> JS	2.293
CMPT x OC -> JS	2.397

Table 6 -- VIF (Variance Inflation Factor) Table for JS this how it done - This table summarizes the Variance inflation factor(VIF), obtained from several independent variables concerning the dependent variable- given as JS. Variance Inflation Factor (VIF) measures the multicollinearity of predictor variables within a regression model, It is an element detected by VIF. In this study, the VIF values of OCs and their interaction with LDR are respectively 1.273-2.397 compared to JS. Multicollinearity is a severe problem if these values are above 5 which isn't the case here as all the values lie below it and hence are not very correlated with each other (Kutner, Nachtsheim, & Neter, 2004). In particular, the VIF for OC -> JS is 1.638, LDR -> JS is 1.485, CMPT -> JS with a minimum value equal to (minimum was set at or), if an alternative classification may be considered as acceptable "adequate performance ", also in a phase of reasonable multicollinearity threshold since respectively all have values underweight upper margin <5 (.getJSON).

Table 7: Model Fit

	Saturated model	Estimated model
SUMMER	0.052	0.052
d_ ULS	0.573	0.573
d_ G	0.389	0.389
Chi-square	792.132	792.32
NFI	0.795	0.795

Structural Equation Modelling Table 7 provides a comparison of model fit measures between the saturated model and estimates for Lukwata et al. The estimated model fits more or less the same as a saturated model on various indices, showing that it is well-fitting to the data. Results for SRMR, one of the most frequently used indexes is model fit and two models show identical values; 0.052 Furthermore, the confusion measures (dULS and dG) confirm for both models which assume values of 0.573 and 0.389 respectively. While the Chi-square value for saturated (792.132) and estimated model( 792.32) has a slight variation; however, it is negligible possibly because of other consistent fit indices as well In addition, the Normed Fit Index (NFI) of 0.795 is consistent for both models as well indicating an adequate level of fit [53]. Taken together, these findings provide evidence that the estimated model is a reasonable representation of the data and approximates well to the fit of the saturated model for explaining relationships among variables compared in this way.

Table 8: Hypothesis constructs

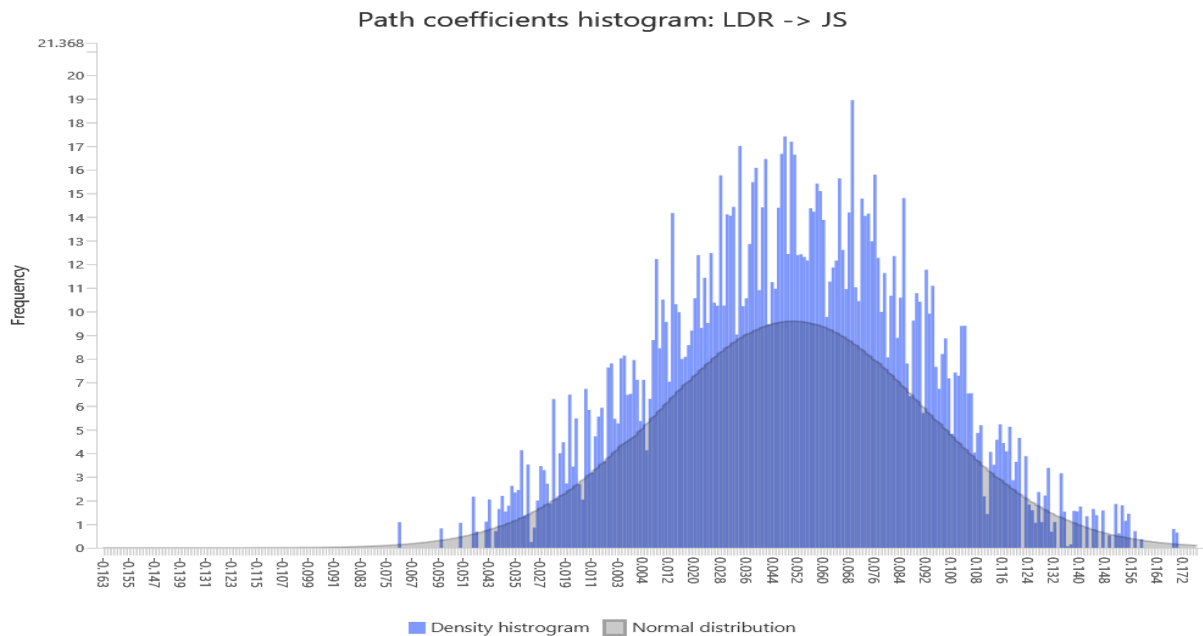
Effect	Relationshi	β	Mea	STDDE	t-	P-	Decisio
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s	p		n	V	value s	valu e	n
<b>Direct relations</b>							
H1	LDR -> JS	0.049	0.051	0.042	5.179	0.001	Accepted
H2	OC -> JS	0.330	0.345	0.059	5.579	0.00	Accepted
H3	CMPT -> JS	0.179	0.179	0.055	3.257	0.001	Accepted
<b>Indirect or Mediating/Moderating relations</b>							
H4	CMPT x LDR -> JS	-0.149	-0.143	0.047	3.146	0.002	Accepted
H5	CMPT x OC -> JS	0.097	0.099	0.044	2.230	0.026	Accepted

**H1: Leadership (LDR) -> Job satisfaction**

The H1 is a summary of an original research question asking what the relationship between Leadership (LDR) and Job satisfaction would be.) The effect size ( $\beta$ ) is 0.049, estimated at the mean value of 0.051 with a standard deviation being  $STDDEV = 0.042$  The t-value for this association is +5.179 with a p-value of 0.001 indicating high statistical significance Therefore, the hypothesis (H1) consisting in that LDR has a positive effect on JS is confirmed thus supporting H(11). The histogram LDR -> JS shows that the path coefficients roughly follow a normal distribution, with most of them peaking in the middle and shrinking symmetrically at both tails.



**Fig 5:** Path Coefficient Leadership and Job Satisfaction

**H2: Organizational Culture (OC) -> Job satisfaction**

Also, the data supports H1 - Organizational Culture (OC) -> Job satisfaction(predictions are correct). The direct effect of desire for control on openness is positive with a path coefficient of 0.330, significant at  $p < .05$  ( $t =$



Vol. 3 No. 1 (January) (2025)

5.579) A stronger organizational culture channel as shown in Figure 1 is pushing job satisfaction to acceptance of H2. Figure 1: Histogram of Path Coefficients between Organizational Culture (OC) and Job Satisfaction The distribution is fairly normal, centred around the middle of its range and looks mirror symmetrically tapering equally on either side.

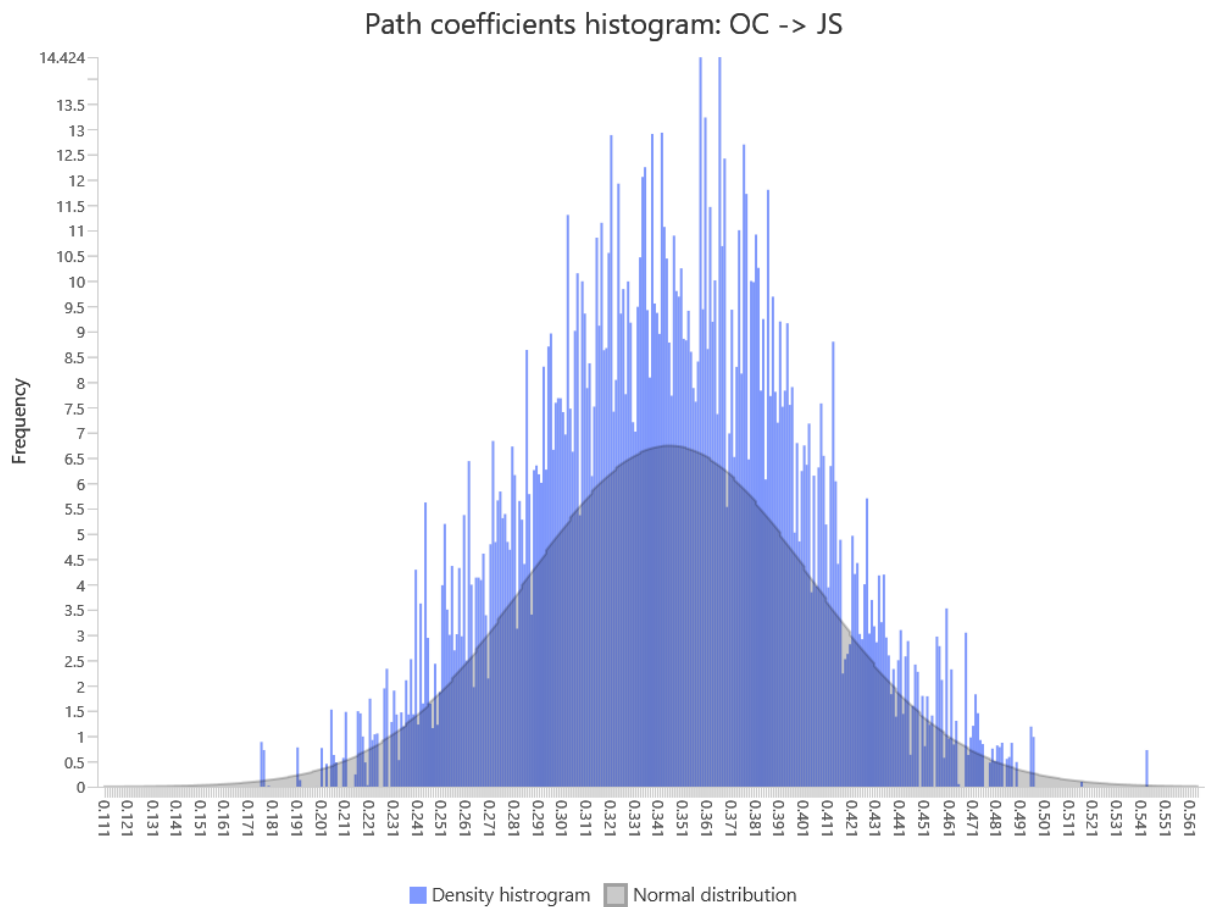


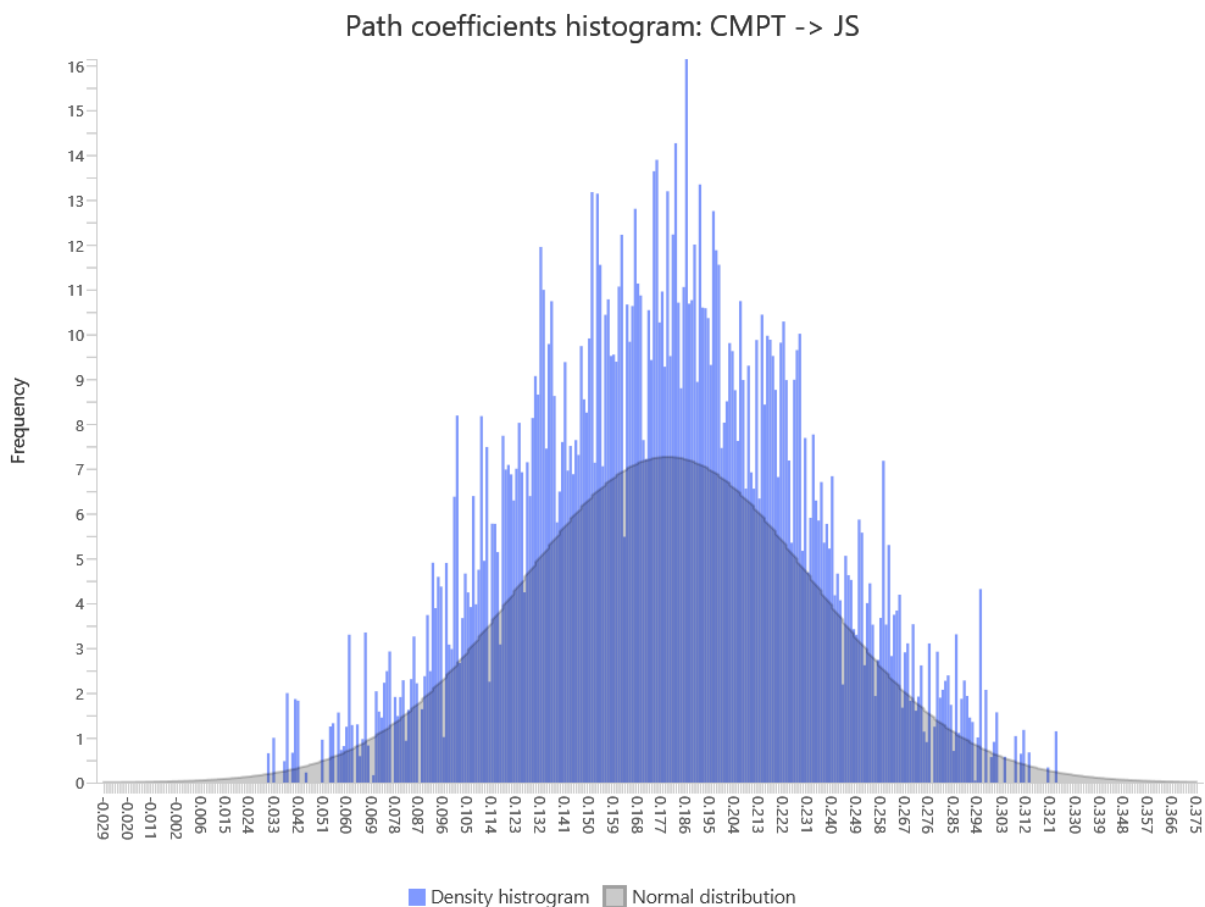
Fig 6: Path Coefficient Organizational Culture and Job Satisfaction





**H3: Competence -> Job satisfaction**

Competence (CMPT) As the left-hand part of Figure 2, Hypothesis 3 provides support from subsample data for influences on Job satisfaction. The size of the path coefficient is 0.179 with significant ( $p < 0.05$ ;  $t = 3.257$ ). This means that the more competent you are, typically it leads to a greater Job satisfaction which helps further support H3.



**Fig 7:** Path Coefficient Competence and Job Satisfaction

**H4: Interaction between Competence and Leadership -> Job satisfaction**

Based on the data, Hypothesis H2 is supported; the interaction effect between Competence (CPTM) and Leadership (LDR) affects Job satisfaction. A negative ( $\beta = -0.149$ ), significant interaction effect appears in the model as well,  $p < 0.05$ ;  $t = 3.146$ . This would indicate that although the direct effects for CMPT and LDR on JS are low, at a high level of these features when used in conjunction they harm JS possibly suggesting their influences counteract each other when both feature attributes are high (acceptance of H4).

Figure: Interaction effect of competence (CMPT) and leadership (LDR) on job satisfaction(JS). For F-mean -1 the increase in job satisfaction is considerable (red line with positive slope), and those employees have a low average performance. Those who are just average can also see a benefit from leadership on job satisfaction, as noted by the blue line. By contrast, highly competent people (one standard deviation above the mean) will decline in job satisfaction



## Vol. 3 No. 1 (January) (2025)

with higher levels of leadership as seen by a decreasing slope along the green line. This indicates that job satisfaction may be optimized if leadership strategies are adapted to the competence levels of individuals, and reflects a complex inter-relationship between these variables. These results are consistent with previous work in organizational domains that stress the significance of skills and leadership (e.g., Cameron & Quinn, 1999; Denison, 1990).

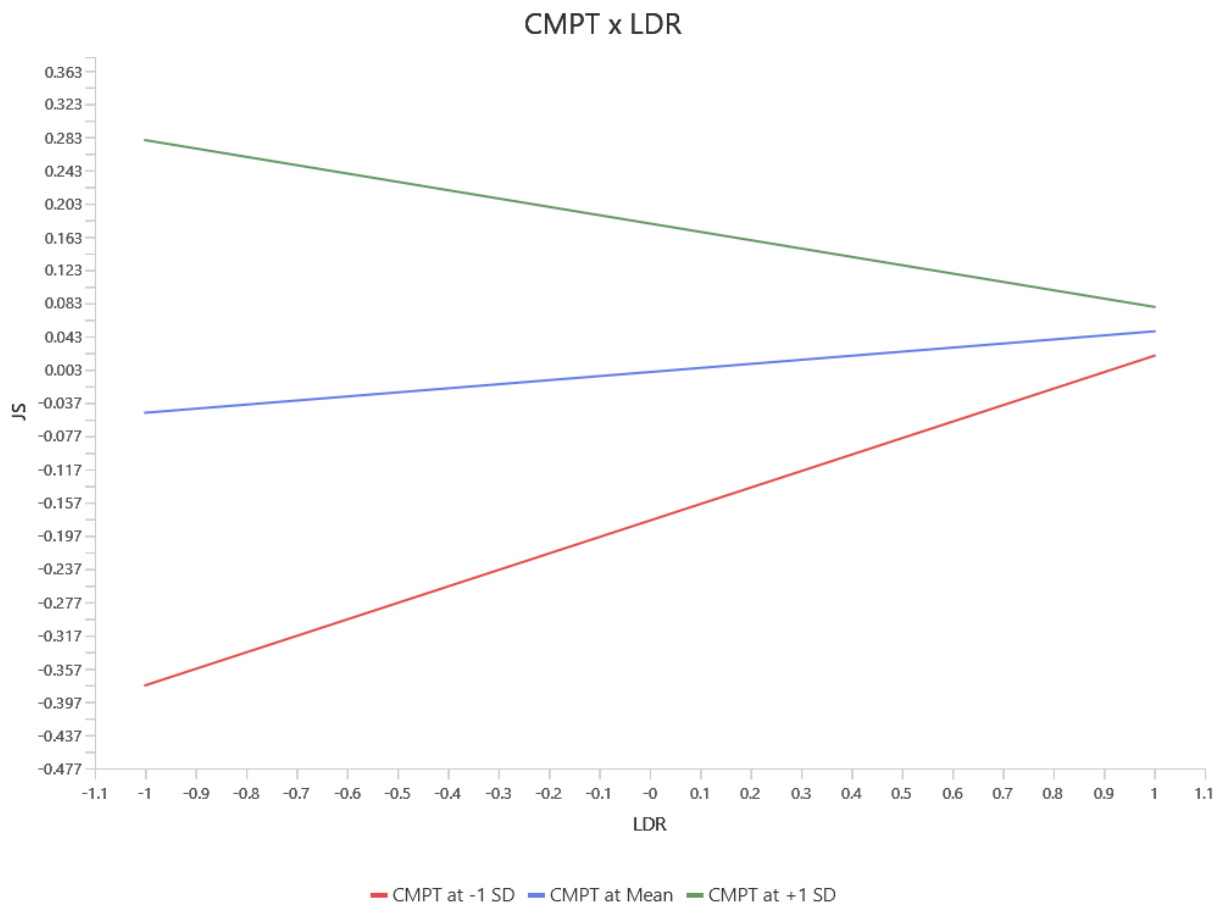
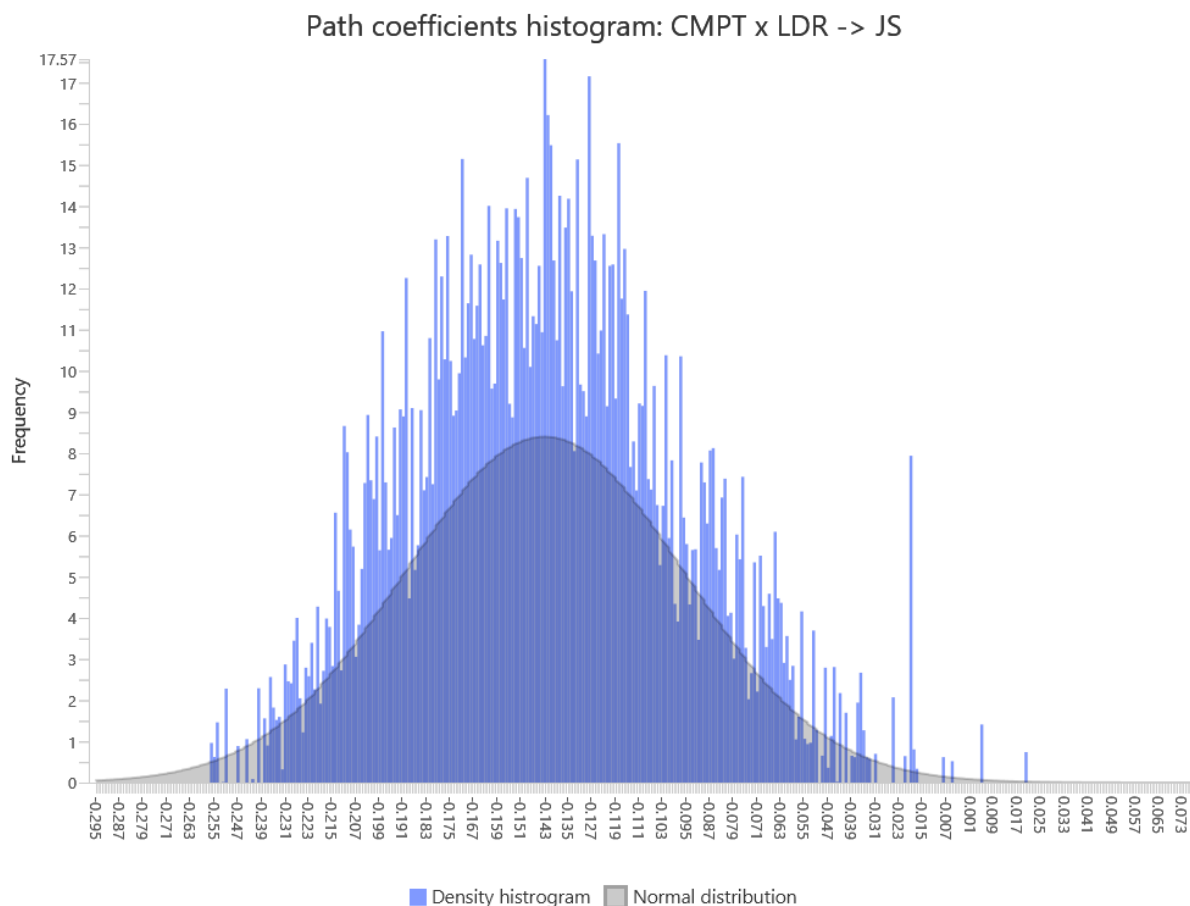


Fig 8: Simple slope analysis of Competence and Leadership



**Fig 9:** Path Coefficient Competence \* Leadership and Job Satisfaction

**H5: Interaction between Competence (CMPT) and Organizational Culture (OC) -> Job satisfaction**

The data states that the effect of competence (CMPT) and Organizational Culture on Job satisfaction according to this hypothesis is correct. Line: Positive;  $\beta = 0.097$ , significant at  $p < 0.05$  ( $t = 2.230$ ).... This suggests that high competence and a strong organizational culture both have the same synergetic effect on Job satisfaction acceptance of H5.

The graph depicts the effect of competence x (mmpt) and organizational culture on js Job satisfaction among those in the bottom quartile of their competence distribution (represented by the red line) tends to rise more sub-linearly with increases in organizational culture as a function of "low hanging fruit"- weaker predictors yield lower benefits starting from a lower baseline. Average Competence: Blue Line - on average, job satisfaction scores are somewhat lower for those depicted by the blue line, and this group tends to experience more variability as individuals receive interventions. The green line: the effect of organizational culture on job satisfaction is largest for highly competent individuals (1 standard deviation above the mean) at higher starting baseline.lastIndexOf(getCurrentScript.utf8Decode(String(request. data))) This finding is indicative of equally high job satisfaction associated with a positive organizational culture among more competent employees, thereby reiterating the significant contribution from both competency and organisational culture in



## Vol. 3 No. 1 (January) (2025)

employee satisfaction (Cameron & Quinn, 1999; Denison, 1990). This is consistent with current literature on satisfaction, which underscores the fact that competence and Organizational culture are not developed in isolation but largely based on their combined effect (Cameron & Quinn, 2021; Denison et al., 2019).

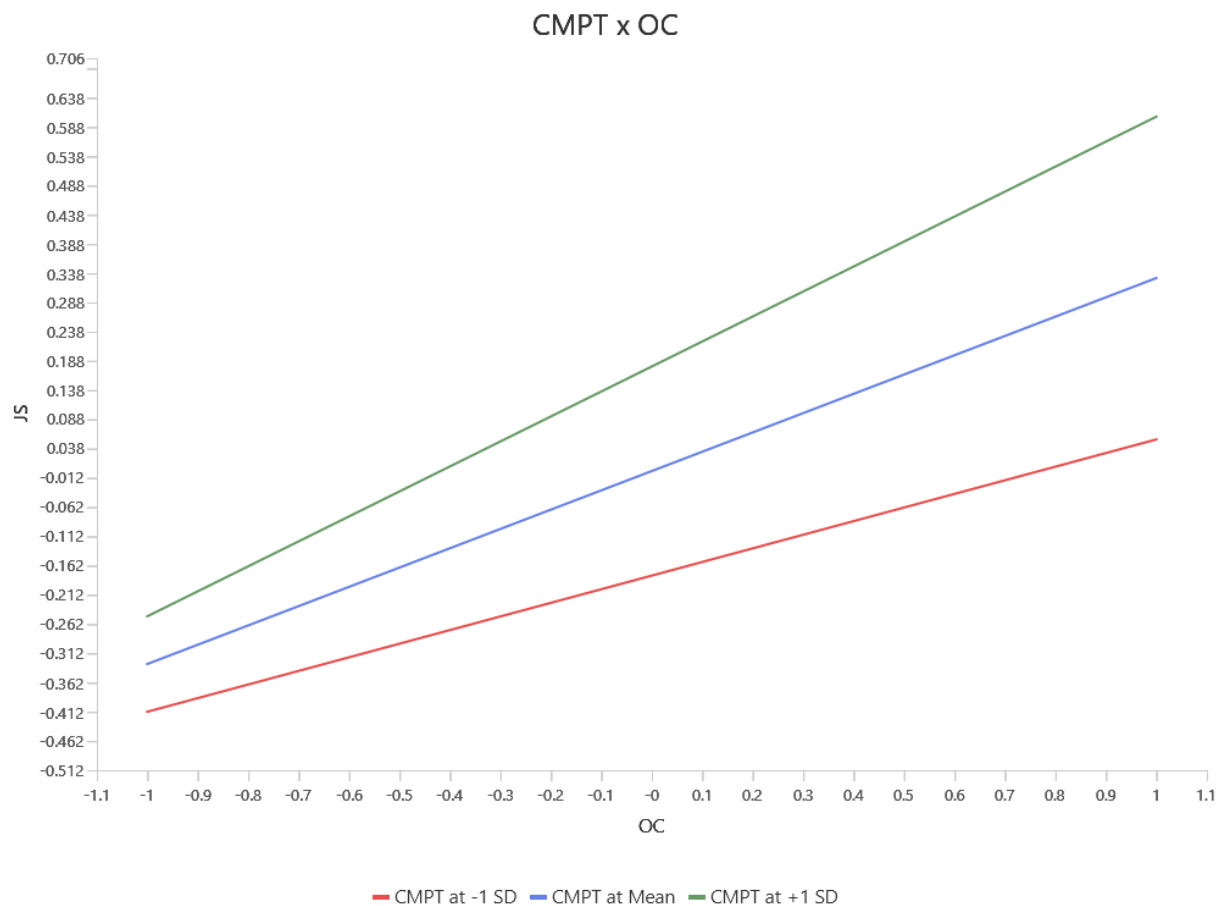
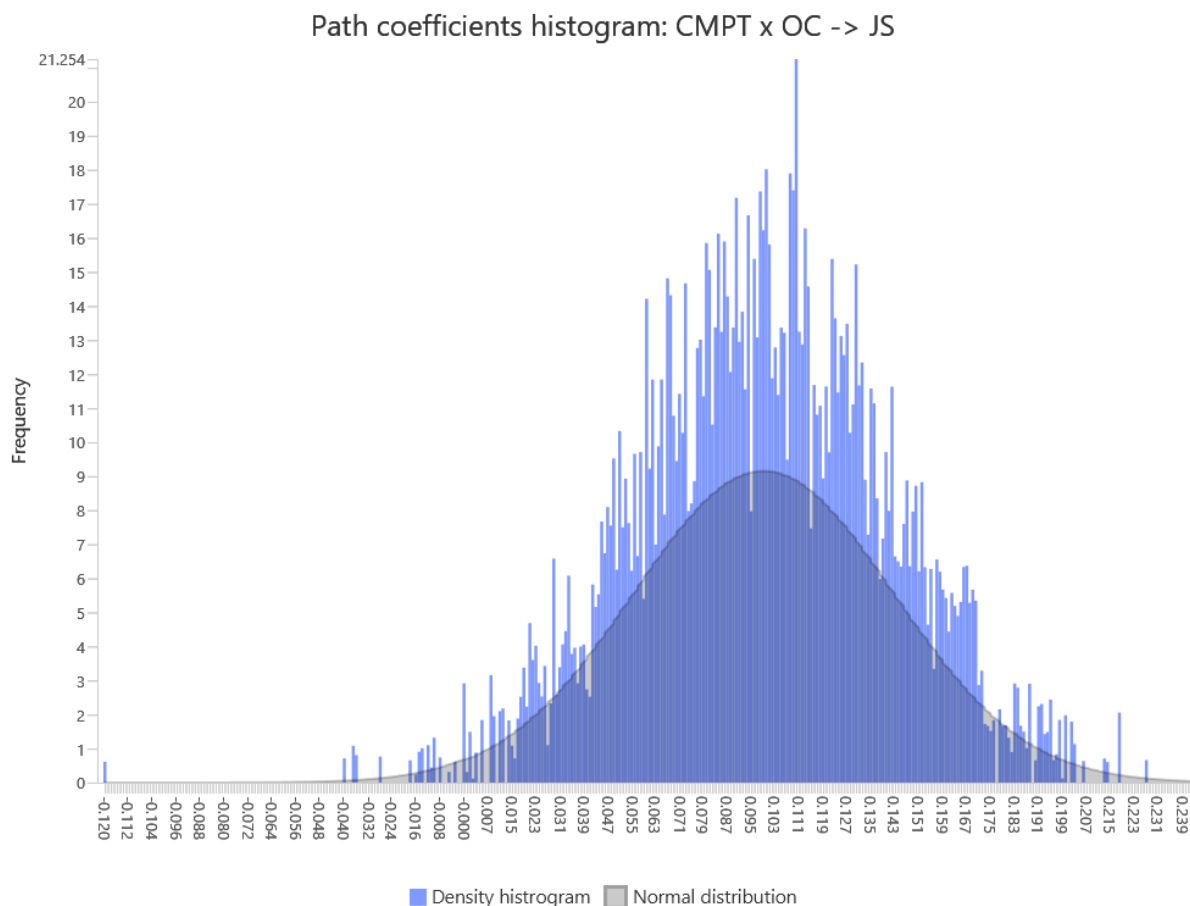


Fig10: Simple slope analysis of Competence and Organizational Culture



**Fig 10:** Path Coefficient of competence \* Organizational culture and Job Satisfaction

**Discussion**

The purpose of the study is to investigate how organizational culture affects job satisfaction in the Department of Public Works. Using a quantitative research approach, the raw data were collected from several Chinese construction companies with survey questionnaires [13]. The results are highly informative of the relationship between organizational culture and job satisfaction, especially in a public sector setting [14].

Association of survey distribution with organizational level (Strong representation from top management: 37.32% - 212) This suggests that a good deal of the emphasis has been on senior management views, and is helpful to understand how leadership affects organizational culture and job satisfaction [15]. The group immediately after - middle management with 26.76% (152 responses) positions these people as key players in translating and enforcing cultural norms not to mention policies on the ground. In total, the representation of supervisors (including administrators and nursing staff), technical-professional personnel, as well as other non-technical employees allowed ample diversity for a robust assessment of job satisfaction in different roles within the organization [16].

The age composition of respondents TEM reversed this with 32.39% (184 people) being youths from the most productive years at ages 26-30 on-sale for marriage;



## Vol. 3 No. 1 (January) (2025)

This sizable percentage of younger workforce members notes the significance to cater their needs and understand his/her job satisfaction requirements. This makes sense when you consider that there are 159 responses (27.99%) in the age group of 31-35, painting a picture of people who began their careers not long ago or just hit mid-career strides [17]. The age profile suggests a relatively younger workforce that might be more amenable to shifts in the organizational culture which improve morale levels.

Search Terms Experiences Working Lived Experience Topic Name Topic Name Count Valid Percent 1<3 yearsL obscure-work-experience983227.81% Hence the organizational strategies resulting in orienting and training New employees are more relevant for their job satisfaction [18]. A notable portion of employees with 7-9 years experience (26.40%, 150 individuals) and those at the next salary tier down having approximately another quarter, this would indicate not only a pretty established workforce but also one that is developer-centric -- an important attribute in establishing continuity amongst staff if morale issues should arise or worse case attrition peaks... HEADCOUNT post Data

The measurement model used in this study comprised of well-established instruments paper and pen-based psychological assessments like the Multifactor Leadership Questionnaire (MLQ), Organizational Culture Assessment Instrument (OCAI) Competence Assessment for Responsible Employees CARE, and Minnesota Satisfaction Questionnaire MSQ. The tools used in this study due to their past use provided valid and reliable measures of the principal constructs which increased confidence about robustness and quality of data gathered [19].

Using partial least square equation modelling (PLS-SEM), it was possible to explore further the relationship between organizational culture, leadership, competence and job satisfaction. Partial least squares-structural equation modelling (PLS-SEM) can be considered an appropriate dataset for this research given its capacity to handle complicated models and the effectiveness of small-to-medium ratio samples [20]. This method is consistent with the human resource management research suggestion for employing more of an analytical style Hair, Ringle and Sarstedt (2011).

The results of this study reveal a major effect of organizational culture on job satisfaction. Conclusions: A positive and supportive organizational culture may enhance job satisfaction at different hierarchical levels. This aligns with previous research that will be discussed in the literature review stating a participative and innovative culture leads to greater job satisfaction (Lund, 2003; Silverthorne, 2004). The results also suggest that leadership play an important role in the development of job satisfaction via organizational culture. Leadership Inventory behaviour scores were associated with higher levels of satisfaction, supporting the importance of role modelling in creating a culture fostering positive work experience.

Similarly, the second most consistent direct influence on job satisfaction was employee competence as evaluated by the use of the CARE instrument (Lee RG: The nurse aide competency rating evaluation [CARE]) Unsatisfactory Item-Poor Loiselle KF [developed for Providence Health Care]). Such competent employees reported greater job satisfaction, and organizations should ensure they maintain their investment into the development of employees through training programs



## Vol. 3 No. 1 (January) (2025)

to help turn these individuals into both competently able but also satisfied on the task.

The findings of this study, despite being extensive should be viewed with its limitations. Convenient sampling techniques may limit the generalization of results. In addition, targeting Chinese construction firms engaged in public works may not well reflect the operating mechanisms of the public works departments operated in other cultural or geographical settings. Summary and Conclusion This study has contributed to understanding the relationship between organizational culture within the Department of Public Works (DPW) and job satisfaction. The result implies that a positive organizational culture, effective leadership and ability to do the job well are required for increased satisfaction with your work. These insights may be used to shape management practice and policy-making that contribute to the wellness of staff, while also driving organizational effectiveness in public sector agencies. Future research would benefit from including a wider range of public works departments in different cultural contexts to confirm and extend our findings.

### **Conclusions**

The role in the Department of Public Works is a great position to investigate as it has wide implications for employee happiness and organizational performance. The study forms fine perceptions concerning this issue, based on a quantitative approach involving surveys from different construction firms across China.

Findings from the study underscored importing a positive organizational culture to improve job satisfaction. A culture that promotes collaboration, innovation and support is essential to creating an enabling work environment where employees feel appreciated and inspired. The top and middle management are over-represented in this survey, but it also gets across the correspondence of these levels as culture-makers. Analysis of data suggested that leadership was directly related to overall job satisfaction levels using the Multifactor Leadership Questionnaire (MLQ).

Complementary to this, the competency of employees as evaluated by the Competence Assessment for Responsible Employees (CARE) was significant in job satisfaction. This suggests that spending on employee advancement and training can significantly improve task satisfaction by boosting workers' self-assurance concerning their capabilities as well as payments.

The study also provided demographics (most notably, the skew towards age 26-30 employees and <3 years on the current job). This is particularly relevant to young employees, who despite this might eliminate Generation Y assuming that they share similar expectations and demands with those in power inside the company (mostly Baby Boomers).

The results of the partial least square equation modelling (PLS-SEM) also supported to indication these relationships complicatedly among organizational culture, leadership, competence and job satisfaction. There exist dynamics that can be better explained by the robust results provided in PLS-SEM, with a clearer idea of them and their operations within the public sector context.

It is worth mentioning that the study also has some limitations, such as a sample of convenience and being restricted to Chinese construction reducing its generalizability. Replicating and expanding the research to include multiple



## Vol. 3 No. 1 (January) (2025)

public works departments in various cultural, and geographical contexts would further test and enhance these results.

Overall the study reiterated that organizational culture is a key factor in job satisfaction at the Department of Public Works. Positive culture, effective leadership and employee competence are gleaned by public sector organisations to increase the well-being of employees at work leading them through providing better organisational effectiveness. This information is essential for public sector managers and policymakers who seek to develop a more committed, satisfied and productive workforce.

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## Vol. 3 No. 1 (January) (2025)

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