ROLE OF ORGANIZATIONAL CULTURE IN ENHANCING EMPLOYEE SATISFACTION: AN ANALYTICAL STUDY IN RAFIDAIN BANK – IRAQ

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Abstract
This study sheds light on the role and importance of organizational culture in enhancing employee satisfaction for at the level of the Iraqi banking system. As the main objective of study is to focus attention of management of banks in the study community to importance of organizational culture with its dimensions in enhancing satisfaction for its employees. Al-Rafidain Bank, with its branches spread in Kerbala governorate, was chosen as a community for current study. The questionnaire, which numbered (78), was distributed to various branch managers, heads of departments, people's officials, administrative and financial units in bank. Some statistical indicators (descriptive and analytical) available in statistical program (SPSS) were used, to display and analyze results of answers of sample members, and determine nature of the relationship between study variables (organizational culture and employee satisfaction).. The most important finding of study is existence of a correlation and a significant effect between study variables included in first and second main hypothesis in order to achieve extent of satisfaction of employee in branches of Rafidain Bank in Holy Kerbala by adopting an organizational culture that touches, considers and conforms to their different societal values, ideas and beliefs.

Keywords: Organizational Culture, Job Satisfaction, Al- Rafidain Bank, Kerbala Governorate-Iraq.

Introduction

The subject of organizational culture received great attention, especially during the last two decades of the twentieth century, by many researchers, whether in the management or organizational behavior literature. This included interest in the culture of all organizations and

their different types and activities because of their important role and great influence in the process of directing the behavior of individuals towards achieving common goals for both the individual and the organization. Culture represents the tangible, unwritten part of the organization. Everyone participates in the culture, but no one can see it. Hence the interest in organizational culture, as it includes values, trends and habits that banks management can use to influence the behavior of its employees in order to improve its effectiveness and achieve its aspirational goals. Although the scientific management movement developed the first features of human resource management, and its focus on the standardization of work led to an increase in complaints and a decrease in the level of employee satisfaction, due to the focus on the individual character in dealing with individuals. As a result of the problems that were reflected in strict adherence to the principles of the scientific management movement and based on the results of the studies of the Hawthorne factories (1932-1924) in the United States of America, attention focused on the need to increase employee satisfaction as it is the best way to increase the productivity of the individual in his workplace, and this trend led to the emergence of the relations movement Humanity whose ideas he led (Elton Mayo).

LITERATURE REVIEW
1.1 Organizational Culture
(Vecchio, 1995:618) defined it as the common values and standards that exist within the organization. (Jones, 1995:168) defined it as a set of values shared by the members of the organization that govern their interactions with each other on the one hand and with suppliers, customers and other stakeholders from outside the organization on the other hand. We should distinguish between the concept of organizational culture and the concept of organizational climate. Culture is dealt with on the basis that it is the firm and long-term characteristics of the organization, while the climate includes the characteristics of the organization that are most subject to change and short-term (Poole & Warner, 1999:237). Al-Madhoun and Al-Jazrawi, 1995: 397 see that the organizational climate and organizational culture are the outcome of frequent social relations between workers, which thus form behavioral patterns of the organizational social system. Werther (1996:602) defined it as (the product of all the characteristics of the organization such as individuals, goals, technology, size, age, unions, policies, success and failure). Smith (2004:1) defined it as a set of forces determining human behavior, consisting of a network of concepts, common language, determinants, and common expectations supported by a period of time. And he defined it (Daft, 2004:361) as a set of values and rules of behavior that guide the beliefs and concepts shared by members of the organization, and taught to new members. (Netta, 2005:4) referred to it as a way of life for a particular group of individuals who are aware of the laws guiding the behavior of its members and which act as a system of common standards. Both (Daft;2010:236) and (McShane & VonGlinow,2007:476) agreed in their representation of culture in the iceberg, which consists of two parts, the first part is the floating part that represents the apparent part of the culture and the second part immersed in the water that represents the hidden part of the culture has been defined as a set of values The beliefs, ways of thinking and concepts that are shared by the members of an organization and that properly inform and educate the new members that are the unwritten or emotional part of the organization.

From importance of Organizational culture derives its importance from the role it plays in the organization. Organizational culture is an important element in influencing organizational behavior.

(Lakos, 2001:3) indicated the importance of organizational culture represented by the set of latent forces it represents, which determine individual and collective behavior, perception methods, thinking models and values. (Hellriegel, et al., 2001:527) confirmed that organizational culture has the potential to enhance organizational performance, achieve employee satisfaction, and real awareness of how to deal with problems. (Daft, 2004:361) believes that organizational culture performs two important functions, the first is to unite members so that they know how one relates to the other, and the second function is to help the organization to adapt to the external environment. (Vadi, et al., 2002:7) agrees with (Daft) but disagrees with him in the fact that organizational culture sometimes creates barriers between different groups. The importance of organizational culture is highlighted by the following (Al-Yasiri and Al-Shammari, 2016: 99)

A sense of organizational identity, as it defines the dimensions of its difference from other organizations.

A clear and strong culture provides employees with a clear vision of how to predict patterns of administrative behavior in difficult situations.

It is a strong base on which organizations stand to face the rapid local and global changes and face the crises they are exposed to through prior knowledge with internal and external problems.

There is a stable social system and narrowing the gap between individuals' beliefs and actions. Foundations of Organizational Culture The pillars of organizational culture can be classified into the so-called essential pillars, which are the intangible intellectual pillars, the behavioral pillars (manifestations of culture), and the cultural fabric, which is a combination of the essential and behavioral pillars. Here is a brief explanation of it:

Essential Pillars of Organizational Culture:

Assumptions: These are the final or objective values, which are taken for granted (Al-Dulaimi, 1998: 11), citing (Schein, 1984).

Beliefs: These are important facts that individuals hold, and are linked and explained through logic (Baligh, 1994:17). Beliefs take the concept of order from perceptions, knowledge, opinions, myths, fantasies, and superstitions common to members of society (Al-Attiyah, 1993: 26).

Values and attitudes: They were explained in detail.

Truth: It is a set of values whose acceptance is subject to a series of analyzes related to the circumstance (time and place) (Baligh, 1994:16).

Logic: Logic refers to proving the truth, and identifies the foundations for adopting the truth and making it a belief (Baligh, 1994:16).

Standards: Standards are the rules and standards that the organization accepts, and they specify the details of appropriate and inappropriate behavior, and indicate the rules of desirable behavior and punishment for undesirable behavior (Narnanyane, Richard, 1993:449).

Ideology: It is a set of beliefs about the social world and how it works, and includes statements about the validity of some social arrangements, and what actions or actions should be taken in

light of that data (Al-Dulaimi, 1998: 16). (Mintzberg, 1996:369) believes that it is a cultural dimension that represents a rich system of common values and beliefs among the members of the organization about their organization, which distinguishes it from other organizations.

Knowledge: (Al-Dulaimi, 1998: 16), citing (Northeraft & Neale, 1990) mentioned that knowledge is the beliefs, ideas, and processing of information that occurs in the mind of an individual to express knowledge. (Al-Kubaisi, 2003: 48) believes that knowledge represents everything implicit or apparent that individuals evoke to perform their work perfectly or to make right decisions.

Philosophy: Management philosophy represents a structure of interrelated knowledge that prepares logical thinking to face certain types of problems (Al-Dulaimi, 1998: 17).

2. Behavioral Foundations (Manifestations of Culture):

Physical Symbols: It includes everything that surrounds individuals of material things, such as building designs, sizes, and locations, and physical variables in the work environment.

Behavioral Codes: represented by various administrative actions, relationships and practices, and the actual roles practiced by the organization to perform various activities, control procedures and systems, reward, recruitment and appointment, organizational structure (Hofstede, 1985) quoting (Al-Dulaimi, 1998: 19).

Verbal Symbols: They express linguistic symbols that contribute to giving multiple meanings that are emotional and motivate towards action, and they include: language, stories, slogans, humors, myths (Al-Dulaimi, 1998: 22).

1.2 Employee Satisfaction

Interest in the concept of satisfaction began since the beginnings of the development of administrative thought, and this interest increased with the emergence of the school of human relations in the twenties of the last century. (Al-Shamaa, 1991: 254) Satisfaction is a multi-dimensional concept that includes a person's attitudes towards the organization, direct supervision, financial rewards, colleagues at work, and job design, and it is not necessary that all of these attitudes be positive or not at the same time, as a person may enjoy job performance, He is proud of belonging to the organization, but complains about the poor efficiency of the manager. (Schermerhorn et al., 2000:118) defined employee satisfaction as (the degree of a person's positive or negative feeling about his job). (Williams, 2000:5) believes that satisfaction is (the state of emotional feeling of happiness resulting from a person's conviction in his work), and this occurs through the interaction of a person's values with his perceptions of the job and the surrounding environment. As for (Hassan, 2001: 169), she defined employee satisfaction as (a group of person's attitudes towards his work), and added that there are at least two aspects of the degree of satisfaction, the first is the person's tendency to be satisfied to varying degrees with different aspects of work such as the work itself, wages, Promotions, recognition, benefits, working conditions and terms, supervision, co-workers and organizational policies.

The second aspect is the general satisfaction of the person, that is, the average or sum of the person's attitudes towards the different aspects of the work. (Demato, 2001:20) stated that satisfaction is the worker's preferred point of view towards the work role that the worker currently occupies, and (Steijn, 2002:5) believes that the scientist (Herzberg, 1966) was one

of the first researchers to point out the importance of the work environment as a primary determinant of satisfaction. staff. (Ivancevich & Matteson, 2002:121) employee satisfaction occurs as a result of people's awareness of their jobs and the degree to which they feel that there is a good fit between the person and the organization. (Raphael, 2004:153) pointed out that during the industrial revolution in Europe and America, factory workers were satisfied with just returning home without injuries or injuries, and even considered themselves lucky. We note that the concept of satisfaction and its working view of it have changed over time, and the material incentive is no longer the determining basis for the concept of satisfaction, and our concept of satisfaction may also change in the future.

From importance of employee satisfaction: Interest in the concept of employee satisfaction coincided with the emergence of the school of human relations at the beginning of the last century, as this school indicated the need to pay attention to the work environment and to use appropriate methods to increase productivity by achieving employee satisfaction. (Gibson, et al., 2003:106) confirmed that satisfaction provides managers with new ideas on how to improve employee attitudes. Workers who have a good level of satisfaction should have the appropriate capabilities and are motivated to use them. A motivated but unskilled person cannot work well, and a skilled worker who lacks motivation and energy to do the work will also not be successful. The prevailing belief was that the satisfied person was the one who Outstanding performers, but most research studies did not find a clear link between satisfaction and performance (Daft, 2004:96). And (Gibson, et al., 2003:107) conducted a review of (20) studies looking at the relationship between performance and satisfaction that proved little correlation between them, and thus the worker who feels satisfied is not necessarily a high performer. (Gibson) pointed out that there are three points of view on the relationship between job satisfaction of employees and performance. First: that satisfaction causes performance. Second: that performance causes satisfaction. Third: There is no inherent relationship between them. The figure shows the three points of view mentioned above.

The process of delegating authority to lower administrative levels makes workers more satisfied than using bureaucratic authority over it. Therefore, human resources management today should understand the importance of the process of delegation of authority and consider it a necessary tool to increase employee satisfaction, which in turn will translate into maximizing productivity and organizational effectiveness (Costea, 2005:116). And (Ali & Ali, 2005:30) agreed with him that the involvement of people in the decision-making process makes them feel more satisfied, adding that the work environment (i.e. the internal environment) plays an important role in achieving satisfaction. Workers who work in high-tech factories show greater levels of satisfaction than those who work in low-tech factories. Some theorists and researchers pointed out that performance has a broader meaning than just the number of units produced or the quality of production. Performance also includes good citizenship behaviors such as helping untrained co-workers, helping those who feel unwell, speaking positively about the organization to the outside community, and working harder. To deliver services or goods to customers, and not to complain when management does not deliver what it promised (Gibson, et al., 2003:107). (Scott et al., 2005:89) believes that the reasons for the importance of employee satisfaction are due to the fact that organizational productivity

is affected by the quality of the relationship between people and the job they perform in the organization.

(Ali & Ali, 2005:30) indicated that the worker who is given the opportunity to participate in decision-making has high satisfaction. (Badrawy and Idris, 2005: 108) stressed the importance of employee satisfaction and morale for most organizations, as the presence of employees who are satisfied with their work environment is a precondition for increasing productivity and responsiveness to customers, and one organization noted that the employees who scored highly in satisfaction surveys where They tend to have the most satisfied customers. She added (Ellis, et al., 2005:54) that the people who provide service to customers build a mirror of satisfaction through their development of friendly communication methods over a certain period of time, and this can happen only when the customer deals with one or more members of the organization, and thus Expectations and perceptions grow and develop among themselves as a result of that interaction. (Freyermuth, 2004:2) indicated that by the year 2010 there will be (168) million vacancies in the United States, corresponding to (158) million workers only qualified to perform those jobs, and this indicates the existence of a large deficit of (10) million in the labor force. (Freyermuth, 2004:2) added that through statistical studies and in the language of numbers, (52%) of the respondents indicated their desire to change their jobs, and (75%) of those wished to change their jobs during the next (12) months, and another study indicated That (83%) of the workers plan to search for a new job. The researcher believes that the prevalence of a climate of dissatisfaction among workers, the existence of increasing opportunities for employment, and the lack of effective management may lead to serious negative results on the organization's ability to retain workers, especially the qualified ones, and thus lose the ability to compete and survive.

Dimensions of Employee Satisfaction: The researcher dealt with three dimensions of employee satisfaction in the current study, which are taken from the study (Tepeci, 2001), and include job satisfaction, desire to stay, and recommendation to the organization, as follows:

Job Satisfaction: Job satisfaction is a person's positive or negative evaluation of his job (Tepeci, 2001:30). He added, quoting (Wright & Staw, 1999) that job satisfaction is one of the most important topics required by organizational studies, because of its impact on employee behavior, job performance, and subsequent economic benefits. (Al-Fadl, 2006: 49) mentioned that job satisfaction has three basic contents, which are illustrated in the form, represented in the following:

The contents of a person's job satisfaction: which includes the person's physical and mental health.

The contents of job satisfaction for the organization: which is represented by good performance in the work in a comprehensive and integrated manner.

The contents of job satisfaction for the community: It includes the quality of working life affecting the individuals who make up the community in which they work within its borders.

Desire to Stay: It means the person's desire to continue in his current job or to leave the job. The presence of a person's desire to stay in his job is evidence of his satisfaction with the organization. (Tepeci, 2001:31) stated that the desire to stay or withdraw from the organization can predict the turnover rate. He added, quoting (Sheridan, 1992) that the desire to stay or withdraw affects the profitability of the organization. (Freyermuth, 2004: 3) stated that there

are seven reasons for workers to leave work, which are (lack of supervisory behaviors and skills, weakness in the organization's capabilities to achieve growth, the person's inability to speak freely in some work-related matters, lack of appreciation for workers' efforts, and lack of desire (Freyermuth, 2004:2) mentioned the presence of factors that act as reasons for the survival of workers in the organization, which are (justice at work, interest in workers, employee satisfaction, employer reputation, and trust in employees), and the study recommends Managers need to take these factors into consideration.

Recommending the Organization: it means that the employees talk positively about the organization in the external environment, and that the organization is a good place to work in, and advise friends to join it, and we find a large percentage of new job applicants who have been recommended from the current workers, and these, on average, remain longer than other applicants and show better competence (Tepeci, 2001:32). When current employees of the organization recommend friends and acquaintances, the organization is likely to attract more qualified applicants, as well as improve its reputation among customers.

AIM AND HYPOTHESES

The individual is the basic element on which the success and effectiveness of the organization is built. Contemporary organizations should give more attention to the individual and study the importance of creating a kind of harmony between the values of the person and his organization and verify the joint impact of organizational culture dimensions on employee satisfaction. Clearly defining the organization's culture has a significant impact on achieving individual harmony with the directions that his organization aspires to. Based on the foregoing, the current study seeks to achieve several objectives, which can be summarized as follows:

The extent to which the sample members are aware of the study variables and its sub-dimensions at the bank level, the study community.

Exposing the extent of the gap between the culture of the organization and the desires of the employees in the bank.

Verifying the type of relationships and trends of influence between organizational culture and employee satisfaction in the bank, the study population.

Verifying the extent to which organizational culture dimensions contribute to enhancing employee satisfaction at the bank level, the study population.

Provide recommendations that contribute to achieving the required level of employee satisfaction in the study community.

Hypotheses of study and its plan

Main Hypothesis 1: There is a significant correlation between organizational culture and employee satisfaction in bank, study population.

Main Hypothesis 2: There is a significant influence relationship of organizational culture in satisfaction of employees in bank, study population.

According to the achieve its objectives, a hypothetical scheme was developed to show the relationships between the study variables, organizational culture as an independent variable and employee satisfaction as a dependent variable, as in Figure (1) below:
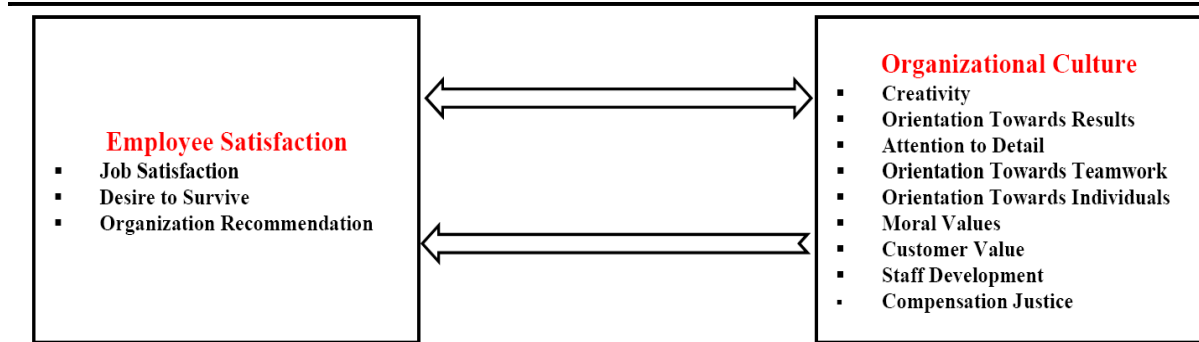
Figure (1) / Hypothetical Model for Study

Methodology

3.1 Study Problem

Workers' attitudes and behavioral intentions are directly related to their apparent behavior, and it is likely that workers will continue to contribute to the financial success of the organization as long as they enjoy a good level of satisfaction. Thus, management can achieve a valuable competitive advantage through its understanding of the dimensions of critical organizational culture and the extent to which the person is appropriate to it, to be able to identify trends workers and their subsequent behavioral intentions. Through the field experience of the reality of the work of the Rafidain Bank (the study community), the features of the problem can be identified by the following questions:

Can management identify any of the most important organizational culture dimensions that can contribute to achieving employee satisfaction in the bank?

Does senior management realize any of the organizational culture dimensions that can contribute to employee satisfaction as a good place to work in?

Can the senior management take into account the preferences and desires of the employees in the bank to achieve their satisfaction?

3.2 Study Importance

It dealt with variables that play a vital role in the work and behavior of contemporary organizations. Organizational culture and employee satisfaction are among the topics whose importance has been emphasized by scholars of modern administrative thought schools.

By informing the researcher of studies and research that dealt with organizational culture and employee satisfaction with their organization, it is evident that there are few studies that dealt with these variables combined, as employee satisfaction is one of the behavioral outputs of measurable organizational culture.

Most studies dealt with either the impact of personal factors on employee satisfaction, while the current study seeks to verify the impact of organizational factors (organizational culture) on employee satisfaction in financial institutions.

3.3 Study Spatial Limits

The government banking sector (Al-Rafidain Bank) has chosen in city of Kerbala with its various branches as a field of study for the following reasons:

The great importance of banking sector and its economic position in supplying development movement with its needs of funds.

Despite the importance of this, studies that were conducted on it are still limited compared to research and studies that focused on industrial sector, which made it a fertile field for study.

3.4 Sources & Methods of collecting data & information

In order to obtain the necessary information and data to achieve objectives of the study and reach the results, the researcher relied on following methods:

Theoretical Side: The researcher relied in his coverage of the theoretical side of this study on the descriptive method, relying on published and unpublished references and sources as well as the global information network (the Internet), in both Arabic and foreign languages related to the subject of the study, as well as the use of some documents and annual reports of banks Researched according to the needs of the study.

Practical Side: As for the practical side, the researcher relied on the use of the following means in collecting the information required for the study: personal interviews, as interviews were conducted with the bank manager, heads of departments, and officials of the administrative and financial units and divisions of the bank in question in order to clarify the paragraphs of the questionnaire in case of need This is to ensure the correct answer, in addition to asking indirect questions that serve the study and the employees of the bank in question.

Use of some Official Documents: which are the annual reports of the bank in question.

Questionnaire Form: It is a major tool in data collection, if its formulation takes into account its ability to diagnose and measure study variables.

Study Methodology Two main methods were used in collecting data related to subject of study:

Descriptive Method: through which the secondary data for the study was collected by using a number of scientific sources, research, studies and reports published in foreign and Arab scientific journals and periodicals, as well as the proceedings of scientific conferences, for the purpose of clarifying the basic concepts on the subject of the study, as well as enriching the discussion process hypotheses.

Analytical Survey Method: The primary data was collected through a field survey on a sample of the study population, which included (85) questionnaires, and only (78) valid questionnaires were retrieved from bank managers and officials of departments and divisions of the study sample by distributing a questionnaire to find out their opinions on various aspects. the study.

The five-point Likert scale will be used.

Statistical Methods: The researcher used some statistical indicators (descriptive and analytical) available in the statistical program (SPSS) in its twenty-eighth edition for a set of statistical measures, including:

Arithmetic means, standard deviations, coefficients of variation, and t-value for one sample: to display and analyze the results of the sample's answers, and to know the degree of dispersion of the values from their arithmetic mean.

Mann Whitney Correlation Matrix, Exploratory Factor Analysis.

RESULTS

4.1 Measurement Model Analysis

4.1.1 Factor Analysis & Reliability of Study Variables

Factor analysis aims to verify the level of respondents' answers by diagnosing the strong (saturated) paragraphs of the questionnaire, and according to its variables (organizational culture, employee satisfaction), and using the statistical program (SPSS v.26), as follows:

Factorial Analysis and Reliability of Organizational Culture

The paragraphs of the organizational culture variable, amounting to (36) paragraphs, will be analyzed to determine the saturated paragraphs, in order to judge statistically whether or not the paragraphs are distinct, and as follows, the factor analysis method is recommended (4).Factors of the factors that control the direction of distinguishing the paragraphs of the questionnaire, which is a number that enables the researcher to make a comparison between them to select the strong factor to determine the distinguished paragraphs from others, and based on this, the dimensions of organizational culture will be analyzed according to their inclusion in the hypothetical study scheme, and as it comes as the organizational culture variable is composed Of nine sub-dimensions (creativity, orientation towards results, attention to detail, orientation towards team work, orientation towards individuals, moral values, customer value, employee development, fairness of compensation). The results of the table indicated that all the paragraphs of these dimensions achieved high saturation rates, which indicates the distinction of all the paragraphs of the questionnaire without exception.

It is clear from the data of the table that the organizational culture variable, as it achieved sufficient saturation rates that make it an influential variable in the study's response variable across all its dimensions, which achieved a saturation rate of (100%) and after completing the analysis of the items of organizational culture and according to the component matrix, which The table shows them, and in order to verify the degree of consistency of the nine variables and their stability in representing the organizational culture, statistical tests were conducted using (Cronbach - Alpha) coefficients, through which the results shown in the table appeared with reference to the values of the median and the range for primary comparison purposes.

Table (1) Level of Excellence of Paragraphs of Organizational Culture

Main Variable	Sub Variables	Paragraph	Saturation Percentage	Paragraph Distinction Level
Organizational Culture	Creativity	X1	0.574	certain
		X2	0.725	certain
		X3	0.858	certain
		X4	0.808	certain
	Orientation Towards Results	X5	0.771	certain
		X6	0.839	certain
		X7	0.850	certain
		X8	0.782	certain
	Attention to Detail	X9	0.828	certain
		X10	0.810	certain
		X11	0.785	certain
		X12	0.879	certain
	Orientation Towards Teamwork	X13	0.738	certain
		X14	0.756	certain
		X15	0.675	certain
		X16	0.829	certain
	Orientation Towards Individuals	X17	0.819	certain
		X18	0.800	certain
		X19	0.788	certain
		X20	0.700	certain
	Moral Values	X21	0.833	certain
		X22	0.770	certain
		X23	0.788	certain
		X24	0.848	certain
	Customer Value	X25	0.807	certain
		X26	0.777	certain
		X27	0.795	certain
		X28	0.742	certain
	Staff Development	X29	0.791	certain
		X30	0.814	certain
		X31	0.787	certain
		X32	0.808	certain
	Compensation Justice	X33	0.726	certain
		X34	0.799	certain
		X35	0.730	certain
		X36	0.702	certain

Table (2) Component's Matrix for Organizational Culture

Paragraph	Saturation Percentage	Paragraph	Saturation Percentage	Paragraph	Saturation Percentage	Paragraph	Saturation Percentage
X1	0.574	X10	0.810	X19	0.788	X28	0.742
X2	0.725	X11	0.785	X20	0.700	X29	0.791
X3	0.858	X12	0.879	X21	0.833	X30	0.814
X4	0.808	X13	0.738	X22	0.770	X31	0.787
X5	0.771	X14	0.756	X23	0.788	X32	0.808
X6	0.839	X15	0.675	X24	0.848	X33	0.726
X7	0.850	X16	0.829	X25	0.807	X34	0.799
X8	0.782	X17	0.819	X26	0.777	X35	0.730
X9	0.828	X18	0.800	X27	0.795	X36	0.702

Table (3) Cronbach Alpha Coefficients for Sub-Dimensions of Organizational Culture

Sub dimensions of Organizational Culture	Alpha Coefficient
Creativity	0.871
Orientation Towards Results	0.892
Attention to Detail	0.903
Orientation Towards Teamwork	0.854
Orientation Towards Individuals	0.877
Moral Values	0.880
Customer Value	0.906
Staff Development	0.901
Compensation Justice	0.896

From the data of Table (3), it is clear that all the sub-dimensions of organizational culture are dimensions that express the essence of the culture of the organization, and this is evidenced by the degree of consensus indicated by the ranges of these dimensions, which are low ranges compared to the seven degrees of preference used in measuring the answers of the respondents. It is also of high consistency, as indicated by (alpha - Cronbach) coefficients, as it did not indicate a decrease in the value of any dimension from the standard ratio of the alpha coefficient of (68%) . Accordingly, the tested study scheme will later include all nine dimensions in the representation of organizational culture.

Factor Analysis & Reliability of Employee Satisfaction
The paragraphs of the employee satisfaction variable, which amount to (8) paragraphs, will be analyzed and distributed into three sub-variables (job satisfaction, desire to stay, and recommendation to the organization) to determine the saturated paragraphs, with the aim of judging statistically whether or not the paragraphs are distinguished, as the factor analysis method was nominated (2) factor One of the factors that control the direction of distinguishing the paragraphs of the questionnaire. It is a number that allows the researcher to make a comparison between them in order to select the strong factor to determine the distinct

paragraphs from others, and based on this, the dimensions of employee satisfaction will be analyzed according to their inclusion in the hypothetical study scheme, as follows:

Table (4) Level of Excellence of Items of Employee Satisfaction

Study Variables		Paragraph	Saturation Percentage	Paragraph Distinction Level
Main Variable	Sub-variables			
Employee Satisfaction	Job Satisfaction	Y1	0.0007 –	Uncertain
		Y2	0.850	certain
		Y3	0.911	certain
	Desire to Survive	Y4	0.891	certain
		Y5	0.862	certain
		Y6	0.009 –	Uncertain
	Organization Recommendation	Y7	0.846	certain
		Y8	0.003	Uncertain

It is clear from the data of Table (4) that most of the paragraphs of the employee satisfaction variable achieved a sufficient saturation rate that makes it a responsive variable and across all its dimensions, which achieved a saturation rate of (62.5%). And after completing analysis of employee satisfaction items according to the component matrix, which is shown in following table (5):

Table (5) Component's Matrix for Employee Satisfaction

Paragraph	Saturation Percentage
Y1	0.0007 –
Y2	0.850
Y3	0.911
Y4	0.891
Y5	0.862
Y6	0.009 –
Y7	0.846
Y8	0.003

In order to verify the validity of the employee satisfaction scale and the degree of consistency of its paragraphs among them, a statistical test was conducted using the (Alpha - Cronbach) equation, through which the results shown in Table (6) appeared with reference to the median and range values for primary comparison purposes.

Table (6) Alpha Coefficients for sub-dimensions of Employee Satisfaction

Variable		Alpha Coefficient
Main Variable	Sub-variables	
Employee Satisfaction	Job Satisfaction	0.627
	Desire to Survive	0.544
	Organization Recommendation	0.293
Employee Satisfaction		0.793

In the data of the table, it is clear that the alpha coefficient is a good coefficient, as it indicates a degree that reflects the consistency between its paragraphs. High value, and perhaps this is the result of the presence of paragraphs that obtained unacceptable or negative saturation rates, which led to the weakening of this dimension from achieving a high degree of consistency. This may be reflected in its ability to be a strong responding variable.

4.2 Testing and Analyzing Correlations & Influence between study variables
This paragraph specializes in testing and analyzing the correlations and differences between the variables of the study, with the aim of knowing the calculated value of the organization,

through three assumptions, in which the researcher relied on the scale (differences, square of differences, correlation coefficient), whichever is better, according to the study (Tepeci, 2001), as the study that The starting point formed the basis for the applied side of this study, by using the Kendall correlation matrix, which reflects the correlation coefficients for each variable of the study, as follows:

Testing correlations between main variables of study (testing and analyzing the correlations between organizational culture and employee satisfaction) The two variables, organizational culture and employee satisfaction, achieved (%91) correlations, all of which were of significant significance at the level of (0.000), which confirms the strength of these relationships and that they result from a real relationship between the two variables. As the table shows, the organizational culture achieved sub-correlations with the dimensions of employee satisfaction, which ranged between average and below average, as they were sequential in intensity according to the dimensions (desire to stay, job satisfaction, recommending the organization). The aforementioned correlations were significant, but the organization's recommendation was somewhat regressed. It was also confirmed through statistical analyzes of the correlations between the two variables of organizational culture and employee satisfaction that they achieved a significant correlation of (0.536) with a significant degree (0.000) at the level of the study sample of (78) people. On the basis of these results, the hypothesis of the study (the first) is accepted, which states (there is a significant correlation between organizational culture and employee satisfaction).

Table (7) Kendall's correlation matrix between variables of Organizational Culture and Employee Satisfaction

variable	Creativity	Orientation towards Results	Attention to Detail	Orientation towards Teamwork	Orientation towards Individuals	Moral Values	Customer Value	Staff Development	Compensation Justice	Organizational Culture	Job Satisfaction	Desire to Survive	Organization Recommendation	Employee Satisfaction
Creativity	1													
Orientation towards Results	**0.674	1												
Attention to Detail	**0.645	**0.746	1											
Orientation towards Teamwork	**0.648	**0.595	**0.666	1										
Orientation towards Individuals	**0.710	**0.635	**0.658	**0.687	1									
Moral Values	**0.680	**0.734	**0.752	**0.588	**0.667	1								
Customer Value	**0.633	**0.744	**0.680	**0.518	**0.584	*0.694*	1							
Staff Development	**0.633	**0.611	**0.660	**0.667	**0.638	*0.669*	*0.569*	1						
Compensation Justice	**0.582	**0.516	**0.542	**0.643	**0.677	*0.585*	*0.457*	**0.605	1					
Organizational Culture	**0.785	**0.761	**0.780	**0.743	**0.784	*0.816*	*0.694*	**0.742	**0.686	1				
Job Satisfaction	**0.440	**0.496	**0.391	**0.362	**0.376	*0.478*	*0.484*	**0.396	**0.236	**0.440	1			
Desire to Survive	**0.567	**0.533	**0.526	**0.558	**0.558	*0.542*	*0.515*	**0.567	**0.424	**0.594	**0.571	1		
Organization Recommendation	**0.322	**0.351	**0.308	**0.266	**0.315	*0.321*	*0.293*	**0.371	**0.272	**0.331	**0.387	*0.493*	1	
Employee Satisfaction	**0.517	**0.525	**0.476	**0.464	**0.484	*0.519*	*0.494*	**0.512	**0.363	**0.536	**0.704	*0.767*	**0.654	1

4.2.2 Analyzing the influence relationships between variables of study

The study will focus through this section on revealing the amount of influence between the main variables of the study. Within the third main hypothesis of the study, the researcher hypothesized that there is an effect between the variables of the study, from which seven sub-hypotheses branched out.

These relationships will be revealed and analyzed according to the order they appear in the hypothetical study scheme, as follows: This hypothesis stated that (there is a significant effect relationship between organizational culture and employee satisfaction), In the light of this hypothesis, the simple regression equation indicates that the organizational culture (X) affects employee satisfaction (Y) directly without the organization variable mediating. This effect arranges the existence of a functional relationship between the real value of organizational culture (X) and employee satisfaction (Y), In light of this relationship, the following multiple regression equation is formulated:

$$Y = a + \beta X$$

Since (a) represents a constant quantity

This relationship means that employee satisfaction (Y) is a real function of the organizational culture. As for the estimates of these values and their statistical indicators, they were calculated at the level of the study sample of (78) people. The multiple regression equation was: Employee Satisfaction = 2.432 + (0.718) (Organizational Culture). In light of these estimated values, the analysis of variance table will be as shown in Table (8).

Table (8) Variance of relationship between Organizational Culture and Employee Satisfaction

Source of Contrast	Degrees of Freedom	Sum of Squares	Mean of Squares	Calculated (F) Value	Moral Level
Regression	1	48.157	48.157	81.016	0.000
Error	76	45.176	0.594		
Total	77	93.333			

Through the data of Table (10), the calculated value of (F) is much greater than its tabular value, with a significant level (0.01) and a degree of freedom (1.76). This indicates that the regression curve is sufficient to describe the relationship between (X, Y), with a level of confidence (99%). This is confirmed by the significant values of (X) and according to the (t) test. The value of (tx = 9.001). In light of the regression equation, the constant (a = 2.432) indicates. There is a presence of employee satisfaction of (2.432) even if the value of the organizational culture (X) is zero. As for the value of ($\beta = 0.718$) associated with (X), it means that a change of (1) in the organizational culture will lead to a change of (0.718) in employee satisfaction. This is considered a high coefficient that exceeds the direct impact of the organization on satisfaction. As the value of the effects of the organization ($\beta = 0.704$), This confirms the presence of confusion in the convictions of the respondents regarding the components of organizational culture and their desire for an alternative culture, as this instability made the impact of the components of direct organizational culture on satisfaction.

Greater than the effects of organizational culture across the organization variable. As for the false coefficient of determination (PR2), it achieved an amount of (0.75), which means that (0.75) of the variation in employee satisfaction (Y) is explained by the organizational culture (X). As for (25%) of the remaining variance, it is an unexplained variance due to external factors that did not enter the regression model. Based on these results, it is possible to accept the study's (second) main hypothesis, which states (there is a significant effect relationship of organizational culture on employee satisfaction).

Conclusions and Recommendations

5.1 Conclusions

All sub-dimensions of organizational culture are dimensions that express the essence of the organization's culture, and this is evidenced by the degree of consensus indicated by the ranges of these dimensions. They are low ranges compared to the seven degrees of preference used in measuring the respondents' answers, and they also showed that they are of high consistency. By comparing the results achieved by the organizational culture items, it is clear that the organizational culture items had progressed clearly in terms of saturation rates and alpha coefficients, compared to what the organizational culture achieved.

The results of the factor analysis indicate the paragraphs of the employee satisfaction variable, and across its three paragraphs, it was distinct. Thus, it is considered responsive to the effects of the explanatory variable (organizational culture), and the results indicated a high degree of consistency between its paragraphs.

Most of the paragraphs of the employee satisfaction variable achieved a sufficient saturation rate that makes it a responsive variable across all its dimensions. The results showed that the alpha coefficient is a good coefficient indicating a degree that reflects the consistency between its paragraphs. This is the result of the agreement of the respondents' answers on the items of employee satisfaction, but it did not rise to the level of the other dimensions in terms of the alpha coefficient.

The dimensions (orientation towards individuals, orientation towards teamwork, creativity) of organizational culture were the most powerful in their correlations with the variable (workers' satisfaction), respectively. The relationship of organizational culture at the general level was a strong relationship.

The two variables of organizational culture and employee satisfaction achieved a strong correlation resulting from a real relationship between the two variables. The intensity of the correlations came sequentially according to the dimensions (orientation towards results, ethical values, creativity, employee development).

The two variables of organizational culture and employee satisfaction achieved a correlation relationship that were all of significant significance, confirming the strength of these relationships. And it results from a real relationship between the two variables, and the intensity of the correlations came sequentially according to the dimensions (desire to stay, job satisfaction, organization recommendation).

The creativity dimension of organizational culture progressed to a moderate degree in relation to employee satisfaction. His level of association with the organization rose to a good degree.

While it did not achieve any correlation with the preferred organizational culture variable, Except for a weak significant correlation with the results orientation dimension.

The results orientation dimension of organizational culture progressed to a moderate degree in relation to employee satisfaction.

The attention to detail of organizational culture has progressed to an almost mediocre degree in relation to employee satisfaction. The level of its correlation increased to a moderate degree.

5.2 Recommendations

Inviting academic researchers to conduct field research aimed at applying the same current research topic in other sectors using the same measurement tools due to their high reliability and reliability to come up with results that support the acceptance of their results, and the possibility of generalization to other community organizations, With the aim of explaining the movement of those variables studied in the present and the future, and making cognitive expectations that benefit in bringing about the accumulation of knowledge, intellectual and philosophical in this vital aspect of the science of organizational behavior.

Organizational culture is a double-edged sword that management in business organizations can use to solve its problems related to employee satisfaction. If the organization suffers from the problem of high levels of work turnover, then maintaining high levels of the organization is the solution. But if the organization seeks to achieve adaptation to the rapid changes in the external environment, then the low levels of the organization is the ideal procedure.

Using other new measures to measure the study variables.

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