

142

-1  
-2

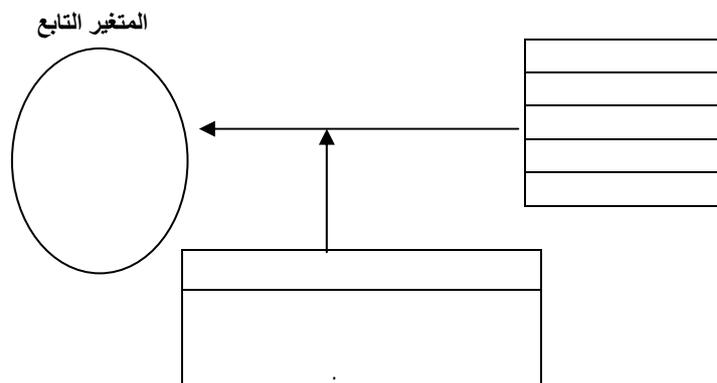
-1  
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2009/1/15

2008/6/10



	.Risk tolerance				
		•			•
	.Reward Criteria	•	stick to		.Hands-on Management
		•			•
	.Conflict tolerance				.the knitting
Means-	/	•			•
	.ends Orientation		Sample Form Lean Staff		•
		•			•
	. open- system focus				.simultaneously Loosely Tightly organized
(Mcshane & GLinow, 2005:573)	-5				.Hofstede & others -4
:					(Robbins,1995:602)
					Hofstede
Mcshane GLinow,			:		
(	)				•
	:				
	.1				.member Identity
					•
	.2		.Group emphasis		•
			.people focus		•
					•
	.3				.Unit integration
					•
					.Control
					•



:(1)

.6-1

:

:

Stoner & (1944)

:

Freeman

( )

Mcshane & Von (2005)

Glinow

Performance culture

:

o

23-18

Relationship Culture

o

o

12-7

Control Culture

:

( )

( )

17-13

Responsive Culture

Feasibility test

-24

29

39 14

38-30

Validity Test

40

(2005:311 ) ( )  
(Moorhead & Griffin , 1995: 444 )

(Mcfarand and Andrson , 1980).

Guttman

Split-Half Coefficient  
0.862

" ( Mcshane & Von Glinow 2005: 476)

(Cetro , 2005: 391) "

SPSS

One-

sample t-test

.\*% 50.0 ( )

(Mcshane & Von Glinow 2005: 476 – 477)

**Mann-Whitney Test**

Kruskal

Wallis Test

Beliefs Values Assumptions

( )

( )

$$60.0 = 100 \times \frac{(5 - 3)}{5} = 60.0$$

$$\% 50.0 = 100 \times \frac{4}{8} = 50.0$$

(401-1995:399

Organizational

- 3

:Socialization

( Robbins , 1995:608 )

distinction .1

Mcshane & Von Glinow 2005: )

.2

(478 - 481

.3

.4

Certo , 2005: ) (Robbins , 1995:608)  
(392 - 393

-1

Moorhead & )

.(89-2006:88 )

(Ouchi)

(Griffin , 1995: 447 - 450

-2

Commitment to

-1

			:employees
<b>:Relationship Culture</b>	-2		/
		(Z)	
<b>Performance Culture:</b>	-3		
		:Evaluation	-2
<b>:Responsive Culture</b>	-4		(Z)
		:Career – Path	-3
:			
(Robbins , 1995: 621 – 622 )		(Z)	/
		:Control	-4
Moderated			
Individual differences			(Z)
		:Decision – Making	-5
		(Z)	
		:Responsibility	-6
<b>:(2005 ) -</b>			
		(Z)	
		:Concern for People	/ -7
		(Z)	
		Mcshane & Von Glinow , 2005: )	
		:	(573
		<b>:Control Culture :</b>	<b>-1</b>

:(2004 ) -

:(1995 ) -

:(2004)

( )

15

368

:(1993 ) -

- %5

-

:

•

•

•

•

:(2001 ) -

:(Edgington & Bruce, 2006) - (387)

-MBA

:

:



(%)			
12.0	17		
31.7	45		
100.0	142		
89.4	127		
10.6	15		
100.0	142		
48.6	69	30	- 20
40.8	58	40	- 30
10.6	15		40
100.0	142		
35.9	51		5
30.3	43	10	- 5
16.2	23	15	- 10
7.7	11	20	- 15
9.9	14		20
100.0	142		
31.0	44		
69.0	98		
100.0	142		
72.5	103		
12.0	17		
15.5	22		
100.0	142		

(1) : -2 : (1)  
 : %89.4 : -1  
 %10.6 (1)  
 %31.7  
 (1) : -3 :  
 %10.6 40 %15.5  
 (%40.6+%48.8) %89.4 %12.0  
 40 20 %10.6 %11.3  
 %7.0

: %66.2  
 : (%30.3+%35.9)  
 ) - 10  
 ( -  
 (1) : -4  
 -1  
 (2) .  
 (%31) %69  
 One-sample t test  
 ( ) :  
 (3 =)  
 ( ) : -5  
 %70.3  
 %63.8 %66.5 % 12.0 %15.5 %72.5  
 %56.3  
 .(2004 ) :

:(2)

(%)								
56.3	0.000	141	3.944	0.77	3.25	142		1
70.3	0.000	141	13.120	0.73	3.81	142		2
63.8	0.000	141	10.599	0.62	3.55	142		3
66.5	0.000	141	12.143	0.65	3.66	142		4
63.8	0.000	141	11.496	0.57	3.55	142		

-2

(4) %79.5 (3) %63.8  
 . (7 1:3:2:5:4) (6)

:(3)

(%)								
40.5	0.000	141	-4.235	1.07	2.62	142		1
60.0	0.000	141	5.058	0.95	3.40	142		2
55.0	0.010	141	2.626	0.93	3.20	142		3
73.5	0.000	141	12.499	0.89	3.94	142		4
64.8	0.000	141	7.277	0.97	3.59	142		5
79.5	0.000	141	18.770	0.75	4.18	142		6
72.8	0.000	141	12.998	0.83	3.91	142		7
63.8	0.000	141	10.599	0.62	3.55	142		

(1) " " -3

%70 %66.5

(6)

.(4)

(2,4,3,5)

%75.0

:(4)

(%)								
70.0	0.000	141	12.077	0.79	3.80	142		1
56.0	0.008	141	2.697	1.06	3.24	142		2
64.5	0.000	141	7.663	0.91	3.58	142		3

(%)								
64.3	0.000	141	7.168	0.95	3.57	142		4
69.3	0.000	141	10.294	0.89	3.77	142		5
75.0	0.000	141	12.917	0.92	4.00	142		6
66.5	0.000	141	12.143	0.65	3.66	142		

"

-4

%79.8

-

-

%70.3

.(5)

:(5)

(%)								
64.3	0.000	141	6.036	1.13	3.57	142		1
68.3	0.000	141	8.210	1.05	3.73	142		2
68.8	0.000	141	9.688	0.92	3.75	142		3
79.8	0.000	141	14.555	0.97	4.19	142		4
70.3	0.000	141	13.120	0.73	3.81	142		

(4 3 2 1)

"

-5

(6)

%56.3

%65.3

:(6)

(%)								
61.5	0.000	141	5.165	1.06	3.46	142		1
61.0	0.000	141	5.029	1.03	3.44	142		2
52.5	0.285	141	1.074	1.09	3.10	142		3
49.5	0.816	141	-233	1.08	2.98	142		4
48.5	0.491	141	-.691	1.09	2.94	142		5
65.3	0.000	141	7.498	0.97	3.61	142		6
56.3	0.000	141	3.944	0.77	3.25	142		

:

:

( )

(7)

%57.3      **3.29**

( )

:(7)

(%)								
74.3	0.000	141	12.160	0.95	3.97	142		1
62.8	0.000	141	4.957	1.22	3.51	142		2

(%)								
31.8	0.000	141	-7.819	1.11	2.27	142		3
41.3	0.000	141	-3.611	1.16	2.65	142		4
36.8	0.000	141	-5.676	1.11	2.47	142		5
76.8	0.000	141	13.867	.92	4.07	142		6
67.0	0.000	141	7.271	1.12	3.68	142		7
55.0	0.039	141	2.080	1.17	3.20	142		8
69.3	0.000	141	8.022	1.14	3.77	142		9
57.3	0.000	141	4.561	0.75	3.29	142		

:

( )

%5

( )

(8)

( ) ( )

( )

:(8)

$$y=a+b_1x_1+b_2x_2+b_3x_3+b_4x_4+e$$

Sig.	t	Beta		B		
<b>.208</b>	<b>1.266</b>		.295	<b>.374</b>	<b>(Constant)</b>	
.000	4.792	.382	.079	.376		1
.025	2.274	.205	.093	.210		2
.162	-1.407	-.115	.100	-.141		3
.000	3.732	.326	.102	.379		4
:y						

%5

:

)

(

(9)

\*

:(9)

0.63	0.52	0.50	0.63		
0.59	0.65	0.58			
0.40	0.63				
0.59					

0.05

\*

: -1

:

(10)

Kruskal-walls

)

(

(%5)

(

)

**Kruskal-walls**

**:(10)**

			<b>40 +</b>		<b>40</b>	<b>30</b>	<b>30</b>	<b>20</b>	
.803	2	.439	76.03	15	69.04	58	72.58	69	
.380	2	1.936	57.67	15	73.60	58	72.74	69	
.616	2	.969	63.17	15	70.40	58	74.24	69	

			40 +		40	30	30	20	
.926	2	.153	68.20	15	71.05	58	72.59	69	
.832	2	.369	65.77	15	71.35	58	72.87	69	
.880	2	.256	70.87	15	73.57	58	69.90	69	

-2  
Kruskal-walls (11)

**Kruskal-walls : (11)**

			15	10	10	5	5		
.213	2	3.092	64.37	23	51.84	43	62.62	51	
.633	2	.916	60.39	23	55.14	43	61.63	51	
.167	2	3.583	48.91	23	57.60	43	64.73	51	
.207	2	3.149	53.17	23	54.67	43	65.27	51	
.225	2	2.987	60.48	23	52.12	43	64.14	51	
.212	2	3.107	65.65	23	51.99	43	61.91	51	

) (12) Mann-Whitney  
 ) ( )  
 .( (

**Mann-Whitney : (12)**

Asymp. Sig. (2-tailed)	Z	Wilcoxon W	Mann-Whitney U							
.260	-1.126	6752.500	1901.500	6752.50	68.90	98	3400.50	77.28	44	
.291	-1.057	6769.000	1918.000	6769.00	69.07	98	3384.00	76.91	44	
.830	-.215	6958.500	2107.500	6958.50	71.01	98	3194.50	72.60	44	
.847	-.193	6963.500	2112.500	6963.50	71.06	98	3189.50	72.49	44	
.634	-.477	6899.000	2048.000	6899.00	70.40	98	3254.00	73.95	44	
.877	-.155	3111.000	2121.000	7042.00	71.86	98	3111.00	70.70	44	

(13) Mann-Whitney : -4  
 )  
 (

**Mann-Whitney U Test (13)**

Asymp. Sig. (2-tailed)	Z	Wilcoxon W	Mann-Whitney U						
.281	-1.078	910.500	790.500	910.50	60.70	15	9242.50	72.78	127
.275	-1.092	8917.000	789.000	1236.00	82.40	15	8917.00	70.21	127
.088	-1.704	816.500	696.500	816.50	54.43	15	9336.50	73.52	127
.578	-.556	989.000	869.000	989.00	65.93	15	9164.00	72.16	127
.397	-.846	945.000	825.000	945.00	63.00	15	9208.00	72.50	127
.423	-.801	952.000	832.000	952.00	63.47	15	9201.00	72.45	127

-5

**Kruskal-Wallis Test (14)**

**Kruskal-Wallis Test (14)**

.136	2	3.997	83.66	22	81.32	17	67.28	103
.614	2	.975	71.95	22	80.47	17	69.92	103
.141	2	3.917	58.93	22	62.62	17	75.65	103
.763	2	.541	66.00	22	74.97	17	72.10	103
.452	2	1.586	79.39	22	77.38	17	68.84	103
.008	2	9.547	92.89	22	82.15	17	65.17	103





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## The Organizational Culture and Its Effects on Employee Satisfaction, Field Study on a Sample of Yemeni Insurance Companies.

*Mansoor M. Alariki*

### ABSTRACT

This study aims at identifying the patterns of organizational culture at Yemeni insurance companies, and their effect on the employee's satisfaction, taking into consideration the demographic influences as moderating variables.

The study covers 5 key companies with a sample of 142 participants.

The findings reveal that the dominant type of organizational culture is the control culture followed by the responsive culture, the performance culture, and finally the relationship culture. The findings also show that employees satisfaction is more than moderate.

The demographic and organizational factors have no significant impact as the moderating variables except for the level of management.

The recommendations concentrate on the necessity of improving the relationship culture, so that the employee satisfaction gets better.

**KEYWORDS:** Organizational culture, Performance culture, Relationship culture, Control culture, Responsive culture.