

Study the Relationship between Organizational Culture and Job Satisfaction

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Abstract: Introduction: The aim of this study is investigating the relationship between organizational culture and job satisfaction among Natural Resources Organization employee of Kermanshah province in 2013. **Materials and Methods:** This is a descriptive -analytic study. This study is including 332 patients' who were selected statically. Tools for data collection are including Valach descriptive Job questionnaire and organizational culture scale questionnaire. Data were analyzed using SPSS-16 software, T-tests, ANOVA, Pearson correlation coefficient, and stepwise regression analysis. **Results:** The findings show that the average corporate culture and job satisfaction are respectively (4/11) and (3/26) of 5. These numbers indicate that organizational culture and job satisfaction levels are relatively desirable in the study population. Also; there is a significant positive relationship between organizational culture and job satisfaction. Stepwise regression results of organizational culture and job satisfaction variable indicates that, there are four variables of innovation culture, service history, support culture and marital status remained in the final model among the variables in the initial regression model. Comparing the standardized coefficients indicates that innovation culture and marital status variables, with respectively values of, 0/497 and 0/104, has the strongest and the weakest effect on the dependent variable of job satisfaction. In another hand, the variables of organizational culture (innovation culture and supportive culture), work experience and marital status have the 53/7% percent of the variability job satisfaction as independent variables. All components have the favorable position except the salary average. The payment methods have less employee satisfaction among the five variables of job satisfaction. **Discussion:** Results showed that there is a significant relationship between organizational culture subsets: innovation culture, bureaucratic culture, and supportive culture and job satisfaction factors. This shows that the organizational culture value will probably affect the job satisfaction, feels about the manager, staff, salaries and promotion.

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1. Introduction

Organizational culture is one of the main factors that study the identity, values and beliefs of individuals within an enterprise environment (Harrington, 1995). Organizational culture is considered as an important part of the organization structure and also considered as a social reality that will shaped based on the members relations and it is not just a simple variable but it is the development of the members dynamic mental processes (Smirch, 1983). Organizational culture can be described as a pattern of shared values and beliefs that help members to gain understanding of organizational practices and formed some behavior norms for the organization personnel (Dyer et al, 2003).

Organizational culture has become increasingly important and formed one of the major issues and focus of management of the organization from the early 1980s to pursue the new ideas and research of management. Demographers, sociologists,

economists and other social scientists has a special attention to it and have expressed a lot of theory in this field and have lot of researches to use them in solving problems of management (Kia, 1999: 196).

Dennison² (1984) in a research that had been done on organizational culture and effectiveness concluded that, there are four organizational cultures (adapting culture, partnership and continuity) that can be formed considering the relationship between environmental demands and organizational culture and strategy (Arabi, 1999: 372). Stephen Robbins³(1998) expressed the method of forming and maintaining an organizational culture as: the organizational culture origin can not be anything other than the philosophy of its founders; this philosophy is based on some factors that will affect the used hiring index. Robbins considered ten criteria as the essence of organizational culture, and employees understanding are related to these ten criteria. There is a correlation between organizational

culture and job satisfaction and performance, and this correlation is a function of individual differences. In short, we can say that, there is high satisfaction when individual needs and organizational culture are matched. Thus, satisfaction is a function of their perceptions of organizational culture.

Results show the effect of organizational culture on individual behavior, so that most of the organizations with organizational culture have high efficiency and also a bureaucratic organizational culture is considered appropriate merely for orders and instructions (Harrington, 1955: 268). Collaborative management system considered as an efficient management system in the field of human resource development and in crease employee commitment motivation according to extensive researches in management science, (Khaghani M. et al, 1999: 216). In addition, the results show that organizational culture can have a positive impact on the effectiveness performance indicators such as commitment, confidence and ethical behavior of employees and workers (Dennison, 1984, Posner and colleagues, 1985; Pritchard and Karasyk, 1973). Job satisfaction also considered as an important indicator in organizational behavior, and organizational culture can have a growing role on it. So that most of the researches in the field of organizational behavior are related to job satisfaction (Spector, 1997: 116). Different countries have studied the job satisfaction in work systems and it has been studied in different views. Job satisfaction is sue has been always the problem of organizations. So that there is fourth us and article a bout it that had been published over 1980(Romans, 2008: 136). The most rate of job satisfaction were in America (41%) and then in Scotland (38%), England (36%),Canada (33%) and Germany (17%) (Popp-andothers, 2003: 37).

Job satisfaction is one of the variables that associated with organizational culture. Job satisfaction is defined as a pleasurable emotional state that arises by assessing the emotional reactions and attitudes toward job (Baloch, 2009). According to Lambert, and others (2001) identify the antecedents and effects of job satisfaction is important. In other words, searching for the cause and effects of job satisfaction is important instead of considering job satisfaction as exogenous surround variables or endogenous variables. Also, it is necessary to create a comprehensive model for the complex behavior of human that make the direct and indirect effects of job satisfaction into account, (Park and Kim, 2009). Understanding the correlates and consequences associated with job satisfaction is important for researchers and organizations. For instance, the theories of the relationship between job satisfaction and important job attitudes have been

developed and experimentally tested, such as life satisfaction, family satisfaction, work and family conflict, performance and withdrawal behaviors, (Fron-Russell and Cooper,1994 Judge, TA & Watanabe, S., 1993, Organ and Ryan, 1995). Job satisfaction is a criterion for determining job performance that is determined based on specifying the degree of compromising and psychological and social characteristics of person with working conditions (Saatchi, 2000: 316). In addition, job satisfaction is an emotional orientation of person toward the job (Priss, 2001: 613). According to Spector (1997) the factors that affected the job satisfaction are classified into four groups including: organizational factors, environmental factors, nature of work and personal factors, so that inflexible organizational strategies and policies caused to negative sentiment job but flexible policy will associated with high job satisfaction (Qarabaghy,2003: 38). Jenkins and Gupta (2000) in a study entitled "The relationship between work experience and job satisfaction" showed that the staff (with over 12 years experience) and the staff (with less than 4 years) have high job satisfaction and the staff who have worked between them are less satisfied with their jobs. Huey Ming (2002) in a study entitled "impact of the job motivation on job satisfaction among nurses "found that: satisfaction and motivation of individuals who have high levels of nursing job are greater than those at lower levels. D. Matt May et al(2009), in a study entitled "The effect of motivation on teachers job satisfaction and organizational commitment' found that: the motivation has a positive effect on satisfaction and organizational commitment and high motivation leads to high job satisfaction and low motivation leads to low job satisfaction. Also job satisfaction has affected the organizational commitment and teachers will show up high job satisfaction, high organizational commitment and high organizational commitment. Marlin et al (2010), in a research entitled "The impact of motivation on job satisfaction of nurse managers' showed that managers who had long experience in executive management and had a lot of relation with universities and schools of nursing, have a direct relationship between their motivation and job satisfaction. Also motivation is a significant predictor of job satisfaction. Julia sehuler & others et al(2010), in a research entitled "The relationship between job satisfaction and work motivation" found that job motivation has a positive effect on job satisfaction.

The job satisfaction is one of the most important studied variables of organizational behavior and in another hand, organizational culture is the most important influencing and relating factor with job

satisfaction influence the core aspects of all sectors and it is so important that scientists believe that organizational culture can be an effective way to shape and direct the necessary resources to help employees to improve job satisfaction. Therefore, the main objective of the present study that has been designed and implemented was to investigate the relationship between organizational culture and job satisfaction among employees in Natural Resources Organization of Kermanshah Province, 2013.

2 - Materials and Methods

This is a descriptive - analytic study. The studied population is including all of natural resource management organization of Kermanshah in 2013, that consist of 332 staff personnel (268 male and 68 female) according to the latest statistics from the Department of Development and Planning and they were selected statically. Collecting data tools are consist of Valach demographic variables and organizational culture questionnaires, job satisfaction questionnaire of Smith, Kendall, and Hallin. Demographic questionnaire variables including sex, age, marital status, education level and work experience which was adjust and prepared by authors. Valach organizational culture questionnaire is consist of 26 items in three dimensions of organizational culture (creative, supportive and bureaucratic), which consists of 8 questions about innovative culture, 8 items for supportive culture and 8 items about the bureaucratic culture. Job satisfaction questionnaire of Smith, Kendall and Hallin consist of 70 items in five dimensions, including 17 items of job satisfaction, 18 items related to satisfaction with supervisor, 18 items about satisfaction with co-workers, 9 items on the consent of the promotion or improvement, 8 items relating to the satisfaction of the salary. The Likert method was used to scoring the questionnaires in five options (very low (1), low (2), somewhat (3), high (4) very high (5) in order to measure each of the variables (organizational culture and job satisfaction) in the survey. Validity and reliability was determined and verified using Cronbach's alpha in the present study. Cronbach's alpha coefficient for the organizational culture was 0/85 and job satisfaction was 0/92, which indicates good reliability and suitability of the instrument for data collection. Collected data were analyzed by using Spss (ver16,) software in both descriptive and inferential statistical levels. T Tests,

ANOVA and Pearson correlation coefficients were used for data analysis; and the stepwise regression analysis was used to prediction of organizational culture based on job satisfaction components.

Organizational Culture Index: Valach 26 item questionnaire (1983) was used to assess and evaluate organizational culture in five options (based on the Likert scale in five aspects: very low(1), low (2), somewhat (3), high (4), very high (5) and has been adjusted in three dimensions of organizational culture (innovation and support and bureaucratic). Organizational culture questionnaire validity was reported of ,0/95, 0/96 and 0/86 respectively by Mohammad Saeedi (2004), Gholami Hyderabad (2005) and Jouyani (2007) using Cronbach's alpha, and it is 0/85 in this study that was conducted on 30 patients.

Satisfaction Index: This measuring job satisfaction questionnaire is one of the most detailed and the most common tools that was prepared in 1969 by Smith, Kendall, and Hallin (JDI) at the Cornell university of America (Homan, 2002) at first. This instrument assesses five different aspects of job satisfaction. There are several criteria for every aspect that can measure feelings of persons toward his job. This index measures the five dimensions that are as follows: type scale (10 items), supervisor or manager scale (10 items), counterparts scale (10 items), promotion or promotion of the organization scale (5 items) and salary scale (6 items), and each item is rated according to 5 range. Arshadi (1990) have been reported the internal consistency of 0/75 and for the subscales of the 0/73 to 0/85 in Iran (Zare, 2008 .) Kendall and Hallin stated that the results of these indicators are positively correlated with other instruments that measuring job satisfaction (Zamini, 2009: 129). Assadi et al (2001) reported the alpha coefficient for the entire questionnaire of 0/94 and for the component type and nature of the work 0/82, supervisor 0/80, coworkers 0/94, enhance and promotion 0/93 and Salary 0 /93. Reliability of the questionnaire was performed for 30 persons and Cronbach's alpha 0/92 was reported for over all the questi.

3 - Analysis of data:

A) Research findings:

Table 1 shows the frequency and respondents percentage (N =332).

Table 1: Describe the frequency and respondents percentage(N =332)

Percent	Frequency	Groups	Variable
19/3	64	male	gender
80/7	286	female	
19/6	65	less than 30 years	age
56/6	188	Aged 31-40 years	
18/1	60	aged 41 to 50 years	
5/7	19	age above 50 years	
24/1	80	single	marital status
75/9	252	married	
11/1	37	Diploma	education
15/1	50	Foundation degree	
54/5	181	B.A	
19/3	64	M.A and higher	
8/7	29	under 5 years	experience
15/4	51	between 5 and 10 years	
44/6	148	between 10 and 15 years	
26/5	88	between 15 and 20 years	
4/8	16	20 years and more	

Table (2) shows the organizational culture and job satisfaction of male and female were analyzed by independent T test. Measured significance levels showed that there is a significant difference between organizational culture and job satisfaction of male and female employees (more women than men).

Table 2: Comparison of organizational culture and employee job satisfaction in terms of gender

Sig	df	T	Mean Difference	Std. Deviation	Mean	N	Groups	Variable
0/000	330	4/215	1/1409	1/51	13/27	64	male	organizational culture
				2/03	12/13	268	female	
0/052	330	1/953	0/8093	2/70	16/97	64	male	job satisfaction
				3/03	16/16	268	female	

Organizational culture and job satisfaction of single and married employees were compared by independent T test (Table 3). Measured significance levels showed that there is no significant difference between organizational culture for married and single employees. But the difference between job satisfactions is significant for married employees.

Table 3: Compare the organizational culture and employee job satisfaction in terms of marital status

Sig	df	T	Mean Difference	Std. Deviation	Mean	N	Groups	Variable
0/928	330	-0/091	-0/2330	1/65	12/33	80	single	organizational culture
				2/09	12/35	252	married	
0/002	330	-3/154	-1/0946	2/57	15/49	80	single	job satisfaction
				3/06	16/58	252	married	

Table 5: Compare the organizational culture and job satisfaction in terms of experience

Sig	F	Mean Square	df	Sum of Squares	changes surce	Variable
0/000	9/427	34/030	4	136/119	Between Groups	organizational culture
		3/610	327	1180/416	Within Groups	
			331	1316/536	Total	
0/000	7/790	64/437	4	257/750	Between Groups	job satisfaction
		8/272	327	2704/810	Within Groups	
			331	2962/560	Total	

The one-way ANOVA was used for comprise the organizational culture and employee job satisfaction based on the experience and calculated the results shows in Table5, the significance level is less than 5%, so there is significance difference about 95%between organizational culture and job satisfaction of employees.

Table 5: Correlation between organizational culture and job satisfaction among employees

Sig	Correlation Coefficient	Variable
0/000	0/821	Organizational culture and work satisfaction
0/000	0/638	Organizational culture and promotion satisfaction
0/000	0/547	Organizational culture and workmate satisfaction
0/000	0/367	Organizational culture and supervisor satisfaction
0/000	0/264	Organizational culture and salary satisfaction
0/000	0/684	Organizational culture and job satisfaction

* Significant at the 1% level

Correlation of test results in Table 6show that the relationship Organizational culture and job satisfaction for employees is (/684), which is significant at the 1% level. Thus it can be concluded with 99% confidence that there is a positive relationship between organizational culture and job satisfaction for the employee. Also, the table shows the correlation of job satisfaction factors(Job characteristics, management, coworkers, promotion) and the organizational culture that are(0/821, 0/638, 0/547, 0/367) and (0/264) respectively. All these correlations are significant at the 1% level.

Organizational culture and salary satisfaction with values of 0/821, 0/264, respectively has the strongest and weakest relationship between organizational culture and job satisfaction dimensions. Accordingly, we can conclude that there is a direct and significant correlation between organizational culture and job satisfaction statically.

The stepwise multivariate linear regression method was used in order to better assess the effects of independent variables (gender, age, education, marital status, experience, culture, creative, bureaucratic culture, and supportive culture) on the dependent variable of job satisfaction.

Table 5: Regression analysis of the criterion variable (job satisfaction) in terms of the independent variables

Sig	t	Beta	R2	R	Std. Error	B	independent variables
0/000	9/043	0/497	0/537	0/733	0/218	1/968	innovation culture
0/015	2/453	0/107			0/135	0/331	(experience)
0/000	4/302	0/239			0/210	0/904	bureaucratic culture
0/016	2/416	0/104			0/300	0/724	marital status

Multivariate linear regressions of independent variables with the dependent variable of job satisfaction are showed in Table (7).The data table shows that there are just four variables of innovation culture, experience, supportive culture and marital status remained in the final model among variables in the initial regression model. Considering the Beta coefficients among the former variables, the values of

the innovation culture (0/497), employment experience (0/107), Supportive culture (0/239) and marital status (0/104) shows the job satisfaction. Comparing the standardized coefficients indicates that innovation culture and marital status, has the strongest and the weakest effect on the dependent variable of job satisfaction, respectively, with 0/497 and 0/104 values. The variables of organizational

culture (culture of innovation and supportive culture), work experience and marital status as the independent variable have managed 53/7% of the variability of job satisfaction.

4. Discussions

In explaining these findings, it seems that women are less satisfied compared to men in terms of salary, benefits and job satisfaction, and the other five factors of job satisfaction, and it leads to job dissatisfaction of them. The Pappi 2001 research findings are consistent with the present research questions. R Pappi (2001) inferred that there is no difference between male and female staff for the degree of satisfaction amenities, work, compensation, promotion and job nature (quoting Jouyani, 2007). R Clark(1997) also shows no difference in job satisfaction between men and women in America, but job satisfaction is higher in women than men in UK. This research study results are inconsistent with the present one. Also, study the job satisfaction of men and women showed that women are less satisfied. It is because of the problems that exist in our society and they are expected to do more chores and tolerate more stress.

Results of comparing the job satisfaction between men and women are show in Table (2) and reveal that men with a mean of 16/97 have more job satisfaction than women with an average of 16/16. The findings suggest that married people had higher satisfaction than single people in the field of job satisfaction mean. There was a significant relationship between the variables of education and job satisfaction. The higher satisfaction was showed in people who had a degree more than B. A and less satisfaction was showed in people with a degree less than B.A, it means high education high satisfaction. The results of this part is consistent with Al-Enezi N & at etresearch (2009), in Kuwait, the Mogharab (2005) in Birjand, Bahrol-olum (1999) in Tehran and the Jahani (2010) in Arak. But the results of Habib (2003) were inconsistent.

The relationship between work experience and job satisfaction was positive and significant. Perhaps this is due to the fact that by growing the experience the salary will increase and resign probability will decrease. Also the retirement benefit is more important and people willing to continue the work. These findings are consistent with Turner(2006), and Jen Keynes (2000).

According to statistical analysis, there is a positive and significant confidence at 95% level between Organizational culture and job satisfaction. Table 6 shows the results of Pearson or relation coefficient. Correlation of these two variables is (R=0/684). These findings are consistent with the

results of Dennison & Mishra (2007), Smart and Hamm(2008) and Petit et al(2009). Also it is consistent with the Saw or no research, in the field of the impact of organizational culture on organizations concluded that there was a significant positive correlation between organizational culture and job satisfaction (quoting Jouyani, 2007). Bahrol-olum (1999) emphasized the relationship between organizational culture and job satisfaction in his research. There is a correlation between education and job satisfaction. This finding is consistent with the present results. Lin Dan Hamm studied the relationship between organizational culture and job satisfaction of nurses and concluded that there is a relationship between education, age and job satisfaction (quoted from Fadaei, 1998). Zarei Matin (1995) also explained the pattern of organizational culture based on Islamic values in the workplace and its role in job satisfaction showed that organizations which have a better condition in the field of organizational culture pattern will have higher job satisfaction level.

Sadeghi OlovBache (1996) also suggested that contribution organizational culture will increase job satisfaction among employees. Torabi Kia (1998) also found similar results regarding the correlation between organizational culture and job satisfaction (R =59%). Results of correlation between organizational culture and job satisfaction were significant and positive and consistent with the results of Wiz (1991). But it does not approve caboli (2000) results.

The stepwise regression analysis was used to predict the job satisfaction based on organizational culture components. Results showed that about 53/7 percent of changes in job satisfaction referred to factors of innovation culture, supportive culture, work experience and marital status among employees. Bureaucratic culture and education was significant but they were removed due to the lower correlation with job satisfaction. Amin Bidakhti and SalehPour (2007), had been considered the satisfaction with work, coworkers and salary as most powerful predictors of organizational commitment among teachers. Locke Studies show that salary is a determinant factor for job satisfaction, especially when it is fair in employees view (asquoted by Hemmati, 2002). Sikorska-Simmons, E(2005) found that job satisfaction, organizational culture and education are powerful organizational commitment predictors. Also Bahrol-olum (1999) indicated that 33% of the changes will predict in job satisfaction by organizational culture. Descriptive statistical Results related to job satisfaction of Kermanshah Department of Natural Resources showed that the mean of job satisfaction of employees in Kermanshah Province

Department of Natural Resources is (3/26 from 5) and located in a favorable levels specially work satisfaction. But the salary satisfaction has the lowest average (2/12). It is necessary to improve the salary by considering the expertise, qualification and experience.

There are a lot of researches has been done on the relationship between job satisfaction and organizational culture that we mention some of them here, Sandra Kratina showed a significant relationship between culture of each part in job satisfaction and workflow, and also the manager behaviors correlated with job satisfaction but was not associated with workflow (quoted from Fadaei, 2000). Sarwono showed that there is no correlation between job satisfaction and organizational culture and job satisfaction is mostly depended on management strategies, opportunities for career development, job design and work environment (Quoted from quoting Jouyani, 2007). Lin Dan Hamm research showed that support the assignment tasks and personal freedoms were effective in the job satisfaction. Michael Browder studied the changes in the elements of organizational culture and its effect on job satisfaction (Quoted from Fadaei, 2000). Results of Sardari (2003) showed a positive correlation between job satisfaction and organizational subcultures. Results of Bahrol-olum (1999) showed that: 1. There is not a significant correlation between gender and job satisfaction. 2. There is a negative correlation between education and job satisfaction and it is significant in (5%) level. 3. There is a positive correlation between organizational culture and job satisfaction and it is significant at (1%) level, and organizational culture explains 33% of job satisfaction variation. Alamdari (2001) showed that there is significant relationship between organizational culture and job satisfaction. Hashemian (1998) found a strong positive relationship between job satisfaction and the organizational culture. Fadaei (2000) showed a significant relationship between organizational culture and job satisfaction variables. SadeghiOlov Bache (1996) came to the conclusion that there is a strong relationship between organizational culture and job satisfaction ($R=0/075$).

According to the results of the study it can be said that organizational culture can be involved in shaping job satisfaction. Robbins (1994) argued that satisfaction and employee needs can be provided by creating a suitable culture and environment in organization. Davis (1997) suggested that planners can not measure the job satisfaction, regard less of the basis and foundation of organizational culture, because there should be congruence between the needs of employees and the organizational culture to

have higher level of job satisfaction. Investigations of the organizational culture subset revealed that there is a significant correlation between innovation culture, supportive culture and bureaucratic culture with job satisfaction factors. It showed that the values of the organizational culture will probably affected the job satisfaction and feel about the manager, staff, salaries, promotion. Nowadays the world is called the world of organizations and individuals are leading them and this is in contrary to what was thought to be two decades before that considered them as rational tools for coordination and control in order to achieve organizational objectives. So today believe that human resources are the most valuable resource for the organization. Therefore, it is natural to consider them as an importance issue, because everyone in the organization must be motivated and excited correctly to provide an appropriate manner in order to achieve organizational goals. Experts in behavioral science and organizational behavior are rooted the success and failure of organizations in the culture of any organization's that have impact on job satisfaction of its employees.

Satisfied employees tend to be more productive and creative and are committed to the organization. So the environment has to be interesting and stimulating and be able to maintain the creative and dedicated employees. It is necessary to make employee work and live environment satisfied in order to make them happy and satisfied. Job satisfaction can be influenced by many factors including salary levels, perception of the justice in system, improve the quality of working conditions and social relationships. The job satisfaction provides a motivation manner that will lead to a positive working attitude. If employees feel that they work harder than the others, but they receive fewer rewards, they will be absorbed negative attitudes to job, boss and co-workers. On the other hand, if they feel they are treated well and the salary will pay fairly, they will have a more positive attitude towards the job.

5 - Limitations of the study

Employees are reluctant to complete questionnaires due to lack of use the previous research results in organizations, but it was trying to attract them and ensure them that their answers will be secured.

A number of colleagues refused to participate in the study and completed the questionnaires due to conservatism and fear of public opinion, despite the efforts of researchers.

Some of concepts are not understandable for some of workers because of low level of education.

Questionnaire is used as the main tool to data collecting. This survey uses the Smith, Kendall, and Halloween questionnaire to determine the job satisfaction and uses Valach questionnaire to determine organizational culture.

Problems of design the questionnaire (due to cultural differences), questions validity and reliability were mostly removed by a preliminary test. Most of this problem stems from the nature of the research method because a lot of answers are mainly a reaction of social environment. However, it can be somewhat reduced this limitation by researcher training and carefully designed the questionnaire.

We can't generalized the findings of this research to the other cities because of time and area limitation, and because it was conducted among employees of the Kermanshah Department of Natural Resources. Hence it is needed to the use of the survey results, along with the results of the other studies to have a practical implementation and a better scientific speculation about the behavior and activities of individuals.

6 – Research offers

Due to constraints and the findings of this study it is suggest that natural resource management practitioners and leaders have tried to identify their organizational culture type and consider the goals and values of their employees along the design of organizational values and goals; and try to change of their organizational culture to supportive culture because the support organizational culture showed more job satisfaction. Increased job satisfaction will improve the quality of their administration and activities and in turn, this will help to develop the country scientific and economic areas. Also, as the women job satisfaction is lower than men in job satisfaction, it is suggested that to use women's participation in their decision making and consider their needs because of the significant contribution of women in various government institutions and their significant job satisfaction impact on enhancing the quality level of organizations.

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