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The Relationships between Organisational Culture, Job Satisfaction and Readiness for Change

Academic year 2014-2015



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Abstract

Nowadays organisations constantly have to undergo changes. Thereby they are highly dependent on their employees in order to accomplish the organisational change. In this study the effects of organisational culture and the job satisfaction of an employee, and the effects of job satisfaction of an employee on readiness for change are investigated. Four different organisational cultures have been tested on both intrinsic and extrinsic job satisfaction. Subsequently both intrinsic and extrinsic job satisfaction has been tested on the three components of readiness for change namely; the will, the norm and the ability to change. Based on data collected in 2015 (with 291 respondents) the results show that there is not an unequivocal effect between the investigated variables; two organisational cultures do seem to have a positive effect on job satisfactions, whereas others have either no effect or a negative effect. Also, both intrinsic and extrinsic job satisfaction are variably influential on the will, norm and ability to change.

Keywords: Readiness for change, organisational culture, job satisfaction.

1. Introduction

1.1 Introduction

Nowadays organisations are constantly undergoing changes. Reasons are amongst others economic recessions, a shortage of adequate employees, technological developments, cuts and mergers (Madsen et al., 2005). Staying up to date and adjusting to external developments is necessary for the survival of an organisation (Rowden, 2001). Many factors are decisive for the success or failure of an organisational change. One of these factors is the readiness for change of employees. Berneth (2004) asserts that researchers and practitioners have proved that readiness for change is crucial for the successful change of an organisation. Therefore it is of major importance to have knowledge about the factors that might influence the readiness for change of employees. Cummings and Worley (2005) emphasize the importance of the required knowledge of readiness for change for managers and organisational experts in order to motivate and prepare employees for an organisational change. Schein (1987) argues that a failure of an organisational change is often due to the mental unpreparedness or unwillingness of employees. Moreover, an organisational change often impacts the existing ideas, values, norms and the

behaviour patterns (Hagedoorn & Bloemers, 1997, p. 39). Put another way: the organisational culture changes. Due to the entrenched mindset, behaviour and a fragmentation of culture elements in an organisation it emerges to be difficult to change an organisational culture (Hagedoorn & Bloemers, 1997, p. 41). Since there are often various subcultures in an organisation, most organisations are not characterized by one predominant culture. In addition, an organisational culture is strongly intertwined with the national culture of the employees (Hofstede, 2001). Existing norms, values, views and ingrained behavioural patterns of employees are hard to change. Nevertheless it might be possible to change an organisational culture. According to Metselaar and Cozijnsen (1997) the enthusiasm of the employees is a precondition for change. Previous research has found several relationships between the job satisfaction of employees and many other work characteristics, such as turnover intention, emotional exhaustion, depression, depersonalization and personal accomplishment (Lloyd et al., 1994; Matteson, 1980; Ramirez et al., 1996; Sturman et al., 2003). Job satisfaction of employees might result in the achievement of organisational goals, more interest in work and a feeling to be part of the organisation (Davis, 1951). Also the research of Trevor (2001) underscores the importance of employees' job satisfaction for the productivity of an organisation.

The research of Baas (2013) has demonstrated the direct link between organisational culture and the readiness for change of employees. Hagedoorn and Bloemers (1997) have showed that it will take much effort and time to change the ingrained habits of employees. This implicates that organisational culture has a strong influence on the readiness for change of the employees. Equally, Jaliens and Van der Lek (2009) proved that a strong organisational culture might impede the readiness for change. In this study two relationships will be investigated: The effect of organisational culture on job satisfaction, and subsequently the effect of job satisfaction on readiness for change. Therefore my research questions are:

- R1: What is the influence of organisational culture on the job satisfaction of the employees?
- R2: What is the influence of employees' job satisfaction on their readiness for change?

In order to answer the research questions, the following sub questions will be addressed:

- What is an organisational culture? (theoretical question)
- What is job satisfaction? (theoretical question)
- What is readiness for change? (theoretical question)
- What is the relationship between organisational culture and job satisfaction? (theoretical question)
- What is the relationship between job satisfaction and readiness for change? (theoretical question)
- What is the relationship between organisational culture and job satisfaction in the surveyed

organisations? (empirical question)

- What is the relationship between job satisfaction and readiness for change in the surveyed organisations? (empirical question)

This study is both scientifically and socially relevant as it gives insight in the way organisational culture, readiness for change and job satisfaction are related with one another. Concerning the scientific relevancy, this study endeavours to add some new insights (into what existing research has already yielded) with respect to the relationships between organisational culture, job satisfaction and readiness for change. Hitherto, research regarding these particular variables has been scarce. Especially the relationship between job satisfaction and readiness for change has rarely been examined. Other than previous research, this study will focus explicitly on the two components of job satisfaction, namely intrinsic and extrinsic job satisfaction. Furthermore, attention will be paid to the three components that constitute readiness for change, namely the will to change, the norm to change and the ability to change. With respect to the societal relevance, insight in the relationships between the variables organisational culture, job satisfaction and readiness for change may lead to the development of tools and/or measures that could be helpful for managers and consultants in changing an organisation successfully.

1.2 Structure

In the next section of this study a number of theories related to organisational culture, job satisfaction and readiness for change will be discussed. In order to answer the two research questions mentioned above, fifteen hypotheses have been developed, which will be elaborated in the theoretical framework. After forming the theoretical framework the data and operationalization of the research variables will be discussed in methodology chapter. Next the hypotheses will be tested by analysing the results of path analyses and regression analyses. In the conclusion the results will be considered and possible improvements for follow-up research will be discussed.

2. Theoretical Framework

2.1 Organisational culture

In the existing literature one may find various definitions of organisational culture. In spite of the number of different definitions, according to Schein (1987) many of them do not give a precise description of the meaning of organisational culture itself, but solely relate to or reflect on the definition of culture. He claims that every organisation has a culture, which is structured in a specific way in order to achieve organisational goals. All members of an organisation should share common principles for being successful. An organisational culture is formed on this basis.

Schein (2004, p. 17) defines organisational culture as follows: 'A pattern of shared basic assumptions that a group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems.' This definition has been chosen since it indicates why certain norms and values inside an organisation culture exist.

Organisational cultures can be distinguished by a number of characteristics. Firstly, there are some general characteristics such as symbols, logos and artifacts in relation with art, technology, architecture and mode (Hofstede, 1980). Also the leadership style is a characteristic of the organisation culture (Swanink, 1990, p.17). Thirdly, the behaviour of all members of the organisation constitutes an organisational culture characteristic. This characteristic consists of the tacit knowledge of the employees and their propagated and proclaimed values (Swanink, 1990, p. 18).

Cameron and Quinn (2006) have developed the so-called 'Competing Values Framework' (CVF) in order to measure organisational culture. They state that this framework is an useful tool for implementing change processes aimed at the cultural transformation of an organisation (Cameron & Quinn, 2006). The CVF distinguishes two types of organisational dimensions. The first dimension characterizes to which extent an organisation attaches value to flexibility and control in the organisational structure (flexible vs. control). The other dimension concerns the extent to which an organisation focuses on internal dynamics or on the environment (internal vs. external). The CVF is displayed in figure 1.

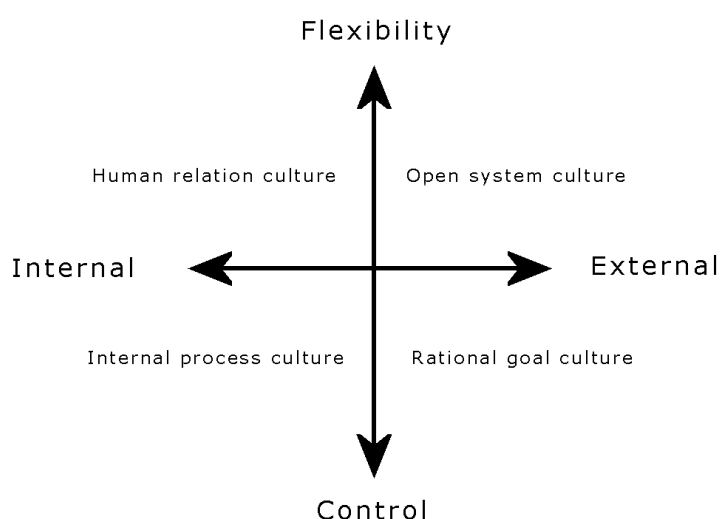


Figure 1: Competing Values Framework. By Cameron & Quinn, 2006 p. 35.

In the CVF four types of organisational culture are distinguished: the human relation culture, the open system culture, the internal process culture and the rational goal culture.

1. Central issues in the human relation culture are social cohesion and morale. The organisational means are training and development, open communication and participation in decision-making.
2. The open system culture is characterized by innovation and development, which are accomplished by coordination in decision, visionary communication, adaptability and readiness for change.
3. The internal process culture emphasizes stability and control. Means are information management, precise information and data based decision making.
4. The rational goal culture focuses on efficiency and productivity, which is achieved by means of setting goals and planning, instruction focused communication and centralized decision-making.

Cameron and Quinn (2006) state that most of the organisations are characterized by one type of culture, however all four types might be present in one organisation.

2.2 Job satisfaction

In the existing literature job satisfaction has been defined in several ways. One of the oldest definitions is that of Bullock (1952). He posits that: 'job satisfaction is considered to be an attitude which results from a balancing and summation of many specific likes and dislikes experienced in connection with the job' (p.7). One of the best-known researchers in the field of job satisfaction is Locke (1976). He claims that: 'Job satisfaction may be defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience' (p.1300). Both definitions accentuate different aspects. Bullock's definition stresses the attitude regarding work, whereas the definition of Locke accentuates the evaluation and the appreciation of work. Building on their work in this study job satisfaction will be defined as: An attitude based on an evaluation of relevant aspects of the job and the job situation. On the one hand, it is emphasized that job satisfaction might be considered to be an attitude, or, put another way, as a reasonably stable and longer lasting propensity to react in a certain way to work. On the other hand it is stressed that this attitude is a result of a weighing c.q. evaluation of different aspects of the work situation. Hence, job satisfaction is not a daily or repeatedly fluctuating attitude, which changes at every turn (Van der Ploeg & Scholte, 2003; Staw & Ross, 1985), but a conscious evaluation of work based on relevant information and strongly related to behaviour (Vogelaar, 1990).

Vogelaar (1999, p.20) considers the object of the attitude 'job satisfaction' to be all the actual work carried out by an employee, the physical environment in which these activities are performed, the formal and informal contacts in his or her work that are maintained by the employee, the rules wherein the work should be done and the remuneration and other compensation that the employee

receives for his or her work. In short, it concerns the entire content of work, working conditions and employment conditions with which the employee is directly confronted during work.

The effect of organisational culture will be investigated in relation with both intrinsic and extrinsic job satisfaction. Subsequently, intrinsic and extrinsic job satisfaction will be tested on readiness for change. Basically, intrinsic job satisfaction reflects the general, stable and deep-rooted 'dispositional variables' that will maintain temporal and cross-situational stability in a work setting, whereas extrinsic job satisfaction does not (Li-Ping Tang et al., 2000). Also Herzberg (1959) elaborated on the intrinsic factors (such as job content) and extrinsic factors (such as rewards) of work. After Herzberg's research, many different determinants models have been developed and applied. The main feature that distinguishes each of these models is the degree to which the focus may or may not be limited to the characteristics objectively present in the working environment (e.g. Hackham & Oldham, 1975; Ten Horn, 1983; Van der Parre, 1996).

Job satisfaction is regularly confused with job commitment. In order to prevent a possible misinterpretation, both terms will be briefly distinguished. Job satisfaction and commitment has been explicitly distinguished by Mowday, Porter and Steers (1982). They consider commitment as a larger concept: a general (affective) reaction on the organisation as a whole. Commitment emphasizes the attachment to the employing organisation, including the values and goals, whereas job satisfaction emphasizes the specific task environment. Commitment is a more stable condition and is developing by the course of time whereby an employee reflects his relationship with the organisation. Generally, job satisfaction is a more direct reaction to specific and tangible aspects of the work and is therefore less stable.

2.3 Readiness for change

Metselaar and Cozijnsen (1997, p. 35) define readiness for change as a positive behavioural intention towards the implementation of modifications in an organisation's structure, or work and administrative processes, resulting in efforts from the organisation member's side to support or enhance the change process. This definition is based on Ajzen's model of planned behaviour (1991). In this model three forces are distinguished, which determine (via behavioural intention) the behaviour of people: the attitude towards behaviour, the perceived subjective norm (the attitude of others in the environment of a person to behaviour) and the control that the person experiences about behaviour.

In order to make Ajzen's model applicable for defining and measuring readiness for change, Metselaar and Cozijnsen (1997) have adjusted and extended the model. They changed the 'attitude of the employee' into 'the will to change', 'the subjective norm' into 'the norm to change' and 'the behavioural control of the employee' into 'the ability to change'.

They have developed a tool to measure readiness for change. The so called 'DINAMO model' is an acronym for Diagnostics Inventory for the Assessment of the readiness to change among Management in organisations. This tool measures, by means of a questionnaire, the readiness for change. According to them this model is based on the assumption that all variables can influence both the readiness for change of the managers and the readiness for change of the employees. A part of the questionnaire will be used in this study.

Beek (2011) has criticized the model of Metselaar and Cozijnsen. Firstly, she points to an error in the measuring tool. In Beek's view Metselaar and Cozijnsen assume a relationship between the readiness for change and the actually exhibited behaviour. Beek postulates that their measuring tool does not actually prove this relationship. It remains unclear to her to what extent the measured readiness for change will lead to the exhibited behaviour. Secondly, Beek criticizes the conceptualization of the term readiness for change. Metselaar and Cozijnsen (p. 35) claim that readiness for change is 'a positive behavioural intention of the employee with regards to the implementation of changes in the structure, culture or method of an organisation or department, resulting in an employee's effort to actively or passively support the change process', in which readiness for change becomes the positive counterpart of resistance (Metselaar & Cozijnsen, 1997). According to Beek it remains unclear what Metselaar and Cozijnsen actually measure with readiness for change: the intention of the employee or the effort. Put another way, is the employee's intention to exhibit positive behaviour measured or does it concern the employee's effort to exhibit the actual change behaviour? Furthermore, readiness for change is conceptualized as a positive counterpart of resistance in the model of Metselaar and Cozijnsen, whereas Beek considers resistance as a behavioural expression. Therefore Beek argues that resistance has to be considered as behaviour, and has not to be considered as a behavioural intention. Consequently, resistance (and so the concept of readiness for change) in the model of Metselaar and Cozijnsen is an incorrect conceptualization of the term 'intention'. The criticism of Beek will be taken into account in this study. This means that the focus will be on the intention to change rather than on manifest behaviour.

According to the literature of Metselaar and Cozijnsen (1997), there are three variables that might influence the readiness for change of employees. Therefore the first hypothesis will be:

- H1: The readiness for change of employees is positively influenced by the will to change, the norm to change and the ability to change.

2.4 The relationship between organisational culture and job satisfaction

The relationship between organisational culture and job satisfaction has frequently been demonstrated (Adkins & Caldwell, 2004; Bateman & Organ, 1983; Hinshaw & Atwood, 1979; Tzeng et al., 2000). Research from Egan et al., (2004), MacIntosh et al., (2010) and Lund (2003) suggested that certain elements of an organisational culture are more influential to job satisfaction than other elements. Odom et al. (1990) concluded that a bureaucratic organisational culture is not the most conducive for employee's job satisfaction. Strong organisational cultures appear to improve job satisfaction (Nystrom, 1993). However, Chang and Lee (2007) did not find any significant positive effects of organisational culture on job satisfaction. Meterko et al. (2004) and Mulcahy and Betts (2005) have shown that building a constructive organisational culture might be beneficial to the job satisfaction of employees. This positive work environment contributes to the interaction of colleagues, and facilitates them in attaining high-order personal satisfaction and meeting organisational goals. McKinnon et al., (2003) reported some strong associations between job satisfaction and organisational values of respect for people, innovation, stability and aggressiveness. Robbins (1996) purports that employees will be satisfied with their jobs when the organisational culture is congruent to their demands. For instance, employees with more autonomy and high achievement motives are more satisfied with their job in an organisational culture that is characterized by loose supervision and achievement rewarding. Likewise, Chatman, (1989), Kim (2012) and Moynihan et al., (2008) posit that the compatibility of the values and beliefs of employees with those of the organisation might enhance their job satisfaction. Huang and Wu (2000) observed that organisational cultures with an emphasis on result orientation, professional features, severe control and management and practical affairs, were successful in improving the job satisfaction of employees. The closed cultures in their research had a negative effect on job satisfaction. Chang and Lee (2007) demonstrated that a learning organisation, which is characterized by the learning of its members and continuously transforming itself, causes a significantly positive effect on job satisfaction. Several studies have found relationships between more positive organisational culture (e.g. consensual culture) and job satisfaction. For instance, it emerges that employees in organisations that facilitate supportive relationships with colleagues and supervisors, and provide more opportunities for autonomous practice and participative decision-making are generally more satisfied with their jobs (Apker et al., 2003; Neuhauser, 2002). Similarly, Gifford et al., (2002) proved a positive relationship between the job satisfaction of employees in organisations with a human relation culture, with an emphasis on trust, teamwork, leadership and morale. Mulcahy and Betts (2005) proved that an organisational culture transformation, marked by establishing a new team relationship, developing leadership and fostering respect, had positive effects on employees' job satisfaction. An increase in job satisfaction is also expected in conjunction

with more employee empowerment (Cotton, 1996). Jo et al., (1999) showed that a developmental culture had the strongest positive effect on job satisfaction, followed by a human-oriented culture, which had a slightly less positive effect. Hierarchical culture and job satisfaction appeared to have the weakest relationship.

It is remarkable that the literature on the relationship between organisational culture and job satisfaction has made no explicit distinction between intrinsic and extrinsic job satisfaction. This study will attempt to make the distinction. However, because no distinction has been made in (the results of) previous studies, there is no direct cause to assume that the effect will differ. Therefore the assumption in this study is that for each of the four organisational cultures the effects on both intrinsic and extrinsic job satisfaction will point in the same direction.

Concerning the literature above, it has become evident that there are relationships between a variety of organisational aspects (such as a constructive organisational culture, respect for people, facilitating supportive relationships with colleagues and supervision, participation in decision making) belonging to the human relation culture, and job satisfaction (Apker et al., 2003; Meterko et al., 2004; Mulcahy & Betts, 2005; Neuhauser, 2002). Therefore it is assumed that a human relation culture will have a positive influence on the job satisfaction of employees:

Hence, the second and the third hypotheses are:

- H2: A human relation culture has a positive influence on the intrinsic job satisfaction of the employee.
- H3: A human relation culture has a positive influence on the extrinsic job satisfaction of the employee.

According to the literature above, where many organisational aspects (such as innovation, autonomy and development) fit in an open system culture, one might suggest that there is a positive relationship between an open system culture and the job satisfaction of the employees (Jo et al., 1999; McKinnon et al., 2003; Robbins, 1996).

Consequently, the fourth and fifth hypotheses are:

- H4: An open system culture has a positive influence on the intrinsic job satisfaction of employees.
- H5: An open system culture has a positive influence on the extrinsic job satisfaction of employees.

Considering the literature on the relationship between an internal process culture and job satisfaction, it remains unclear whether the influence is positive or negative. On the one hand relationships have been found between stability, severe control and job satisfaction (Huang and Wu, 2000; McKinnon et al., 2003). However, on the other hand, it has been proven that a hierarchical and bureaucratic organisational culture is detrimental to the job satisfaction of employees (Jo et al., 1999; Odom et al., 1990). In comparing these studies, it becomes evident that the former focuses on certain characteristics of the organisational culture while the latter considers the effects of the culture as a whole. This means that although certain elements of the internal process culture can have a favourable effect on job satisfaction, the culture *as a whole* appears to undermine job satisfaction. Therefore it is to be expected that an internal process culture has a negative influence of the job satisfaction of employees.

Hence, the sixth and seventh hypotheses are:

- H6: An internal process culture has a negative influence on the intrinsic job satisfaction of employees.
- H7: An internal process culture has a negative influence on the extrinsic job satisfaction of employees

With reference to the relationship between a rational goal culture and job satisfaction, merely one study has been found that links a characteristic of this culture to job satisfaction: Huang and Wu (2000) reported that result oriented organisations enhanced the job satisfaction of the employee. No other convincing indications in support of this influence have been found. Therefore the following hypotheses will be:

- H8: A rational goal culture does not have an influence on the intrinsic job satisfaction of an employee.
- H9: A rational goal culture does not have an influence on the extrinsic job satisfaction of an employee.

2.5 The relationship between job satisfaction and readiness for change

Employees could respond in a different way to an organisational change. Some may benefit from the change, whereas others may seriously be disappointed. Still others may not even perceive the change. Employees with a negative view of the organisational change, may accept, oppose or resist the change (Carnall, 1986). There are various reasons for resistance to an organisational change. For instance, changes in the kind of task, the extent of control, lowering of status and worse social arrangements might be reasons to resist. Several researchers have emphasized the importance of job satisfaction of the employees in the acceptance of the change (e.g. Iverson, 1996; Lau & Woodman,

1995; Cordery et al., 1993). Job satisfaction is positively related to attitudes toward change. Satisfied employees are in general more willing to change than their dissatisfied colleagues (Yousef, 2000). Earlier research also indicated that job satisfaction influences attitudes toward change (e.g. Cordery et al., 1993; Gardner et al., 1987; Guest, 1987). In the research of Cordery et al., (1993) for instance, an association has been found between low levels of extrinsic job satisfaction and unfavourable attitudes toward change. Also, Gardner et al., (1987) reported some significant interactions between job satisfaction and job change. Other research of Iverson (1996), Iverson and Roy (1994) and Mathieu and Zajac (1990) showed indirect effects of job satisfaction via organisational commitment on change. Likewise, Lau, Tse, and Zhou (2002) claim that organisations that have satisfied employees, are more likely to undergo a smooth organisational change, whereas organisations with dissatisfied employees will probably encounter many obstacles in realizing a successful change. According to them, the less satisfied employees are more sceptical about the organisational change. Additionally, an employee's positive predisposition and belief about the organisational change might enhance the capability to change (Tripsas & Gavetti, 2000).

Not only does the literature cited above make no distinction between intrinsic and extrinsic job satisfaction, it also does not pay explicit attention to the separate influences on readiness for change, namely the will to change, the norm to change and the ability to change. This study will focus explicitly on both the intrinsic and extrinsic job satisfaction and the three separate influences on readiness for change. Taking into account the research discussed above, one must assume that job satisfaction, both intrinsic and extrinsic, relates positively to all three components of readiness for change. Therefore the following hypotheses will be:

- H10: Intrinsic job satisfaction of an employee has a positive influence on the will to change.
- H11: Intrinsic job satisfaction of an employee has a positive influence on the norm to change.
- H12: Intrinsic job satisfaction of an employee has a positive influence on the ability to change.

- H13: Extrinsic job satisfaction of an employee has a positive influence on the will to change.
- H14: Extrinsic job satisfaction of an employee has a positive influence on the norm to change.
- H15: Extrinsic job satisfaction of an employee has a positive influence on the ability to change.

Although a positive attitude towards change is an element of organisational culture, this does not mean that it will necessarily lead to an employee's readiness for change in every situation, since change may lose its attraction if the results of the change appear to be negative for the individual. Therefore the assumption is that aspects of organisational culture have only an indirect effect on the readiness for change. Job satisfaction influences the readiness for change, via the will to change, the norm to change and the ability to change. Hence it is to be expected that there is no direct relationship between organisational culture and readiness for change.

Below one can see the two conceptual models in figure 2 and figure 3, which are based on the theoretical framework.

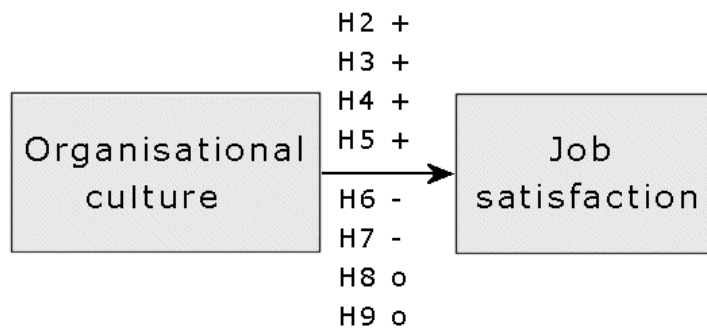


Figure 2: Conceptual model.

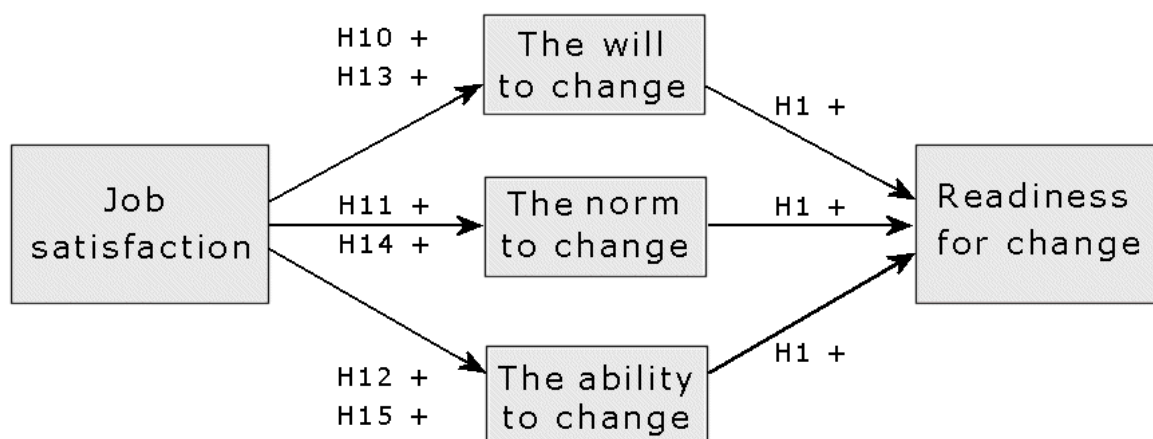


Figure 3: Conceptual model.

3. Methodology

3.1 Method and Data

This study aims to substantiate the relationship between organisational culture and job satisfaction and the relationship between job satisfaction and readiness for change.

Data from this study are obtained from seven different organisations in the Netherlands. Within these organisations surveys have been conducted. In order to recruit respondents certain employees of these organisations, with a large network inside their organisations, have been contacted. In collaboration with the employees the respondents have been recruited. The data was collected in May 2015. A survey has been used, as this allows one to include many research units (Braster, 2000). A survey is a systematic interrogation of persons with regard to a large number of issues (Swanborn, 2002). The total sample of the surveys consists of 291 respondents. The surveys have been digitally conducted. By conducting a factor analysis and a reliability analysis the construct validity and reliability has been assured.

3.2 Variables

3.2.1 Organisational culture

The independent variable in the first research question is the organisational culture.

This variable has been operationalised by using the OCAI questionnaire of Cameron and Quinn (1999). The OCAI is based on six content dimensions for the open system culture, human relation culture and rational goal culture, and on 5 content dimensions for the internal process culture¹.

Together, these dimensions reflect the fundamental cultural values and implicit assumptions of the way the organisation functions (Cameron & Quinn, 1999, p. 181). On the basis of these content dimensions, four statements have been developed per dimension. These statements are based on the OCAI questionnaire. For each content dimension four questions have been developed, which have been answered by the respondents by means of a four point Likert scale. Each question is related to one of the four, previously mentioned, organisational cultures. An example of a statement from this questionnaire is: 'Our organisation is very much like a family'.

3.2.2 Job satisfaction

In the first research question job satisfaction is the dependent variable, whilst in the second research question it is the independent variable. In both research questions job satisfaction has been split up into intrinsic and extrinsic job satisfaction. For intrinsic job satisfaction five questions have been

¹ One item has been removed as it did not fit with the other items.

developed. One of them is: ‘Are you satisfied with the ability to make your own decisions in your job?’ In order to measure extrinsic job satisfaction six questions have been developed. One of them is: ‘Are you satisfied with your salary?’ Answers were given on a five point Likert scale.

3.2.3 Readiness for change

Readiness for change is the independent variable in the second research question. This variable is influenced by the will to change, the norm to change and the ability to change. These variables are operationalised below. The variable readiness for change is operationalised by applying the diagnosis model of Metselaar and Cozijnsen (2011) and the conceptual model of Beek (2011). Metselaar and Cozijnsen (2011), and Beek (2011) have developed questionnaires in order to measure the will to change, the norm to change and the ability to change. Based on the measured factor loading and the correlation with the dependent variable, a selection has been made from both questionnaires. A statement to measure the readiness for change is, for instance: ‘I am willing to put myself in the context of the change process’.

The will to change

The cognitive and affective reactions of an employee concerning the organisational change are influenced by the will to change. Cognitive reactions might be regarded as the expected consequences of the work of an employee with respect to the organisational change and to the extent in which these expectations could be seen as an added value for the organisation. An example of a statement to measure the will to change is: ‘The organisational change is a good choice’ (Beek, 2011).

The norm to change

This variable is based on the subjective norms as described in the behavioural model of Ajzen (1991). Metselaar and Cozijnsen (2011) have adjusted this subjective norm to the extent in which employed persons in the organisation put pressure on the employee in order to exhibit change behaviour. In the questionnaire six statements have been formulated in order to measure this variable. One of them is: ‘I attach great importance to the views of my colleagues’ (Beek, 2011).

The ability to change

Change symbolizes behavioural control, which is determined by experiences in the past, experiences of persons in the vicinity and the available information concerning the desired behaviour (Ajzen, 1991). All these three elements must be present in sufficient quantities in order to actually change. An example of a statement to measure the ability to change is: ‘I get enough information about the organisational change’ (Beek, 2011).

3.2.4 Control variables

The first hypothesis has been controlled for a number of variables, in order to rule out the effect of those possible influential factors on the independent variable. There was control for the variables age, education level, gender and length of employment as these variables were expected to have an influence on the dependent variables.

Age has been chosen since one's opinion on job satisfaction or readiness for change might change as one gets older. Education level was chosen because there might be a difference in one's job satisfaction and readiness for change between levels of education. Gender was chosen as control variable since it is assumed that gender might influence one's job satisfaction or readiness for change. Length of employment was chosen because it could be that employees who work longer in an organisation are less willing to change than their colleagues with fewer years of employment in the organisation.

The first control variable is *age*; this variable is measured in years. The second control variable is *education*. This variable had seven answering categories, with no education as the lowest category and academic education as the highest category. The third control variable is *gender*. For this variable "1" indicates men and "2" women. The fourth control variable is *length of employment*; this variable is measured in years of employment at the organisation.

3.3 Analysis of the data

In this study the influence of organisational culture on job satisfaction, and the influence of job satisfaction on readiness for change has been investigated. To make sure that the chosen conceptual model is correct, two additional analyses have been conducted with a path analysis and a regression analysis. These analyses tested the mediating role of job satisfaction between organisational culture and readiness for change, and the moderating role of job satisfaction on the relationship between organisational culture and readiness for change. The results of this analysis are presented below in the result section. At first a table was made with the descriptive statistics of different variables. In order to do so, the mean, the standard deviation and the range for each individual variable was computed. These results are shown in shown in table 1. In order to test the first hypothesis a linear regression analysis was conducted with the statistics program SPSS. The other fourteen hypotheses were conducted with a path analysis with the statistics program Mplus.

The program Mplus was used to test the possible mediating role of job satisfaction between organisational culture and readiness for change, and the program SPSS was employed to test a possible moderating role of job satisfaction on the relationship between organisational culture and the readiness for change.

Table 1.

Mean, standard deviation, maximum and minimum of the research variables.

Variables	N (valid)	M	SD	Min.	Max.
Readiness for change	291	1,86	,58	1,00	4,00
Will	291	2,35	,60	1,00	4,00
Norm	291	2,60	,45	1,00	4,00
Ability	291	2,45	,49	1,00	4,00
Humanrelation-culture	290	2,52	,52	1,00	4,00
Rationalgoal-culture	290	2,46	,46	1,00	4,00
Opensystem-culture	290	2,41	,50	1,00	4,00
Internalprocess-culture	290	2,63	,49	1,00	4,00
Intrinsic-jobsatisfaction	291	1,96	,67	,00	4,80
Extrinsic-jobsatisfaction	291	2,10	,60	,00	4,00
Gender	285	1,47	,50	1,00	2,00
Age	283	44,62	10,81	18,00	68,00
Length of employment	277	12,18	9,27	,00	42,00
Education	289	6,55	1,21	3,00	8,00

The variable *readiness for change* has a mean of 1,86. This means that employees on the average are slightly less than moderately prepared for change. The standard deviation of readiness for change is 0,58.

The variable the *will to change* has a mean of 2,35. The standard deviation is 0,60. This means that employees are moderately willing to change.

The *norm to change* has an average of 2,60. This indicates that employees to a certain extent feel pressure that they have to change. The standard deviation of this variable is 0,45.

The *ability to change* has an average of 2,45. This means that employees have to a certain extent the ability to change. The standard deviation of the ability to change is 0,49.

The means for the *intrinsic job satisfaction* and *extrinsic job satisfaction* are respectively 1,96 and 2,10. The standard deviations are respectively 0,67 and 0,60. Apparently the extrinsic job satisfaction of the employees is higher than the intrinsic job satisfaction. On the whole it may be stated that job satisfaction is in general moderate.

The means of the variables concerning organisational culture (*human relation culture*, *open system culture*, *internal process culture* and *rational goal culture*) are respectively: 2,52; 2,41; 2,63 and 2,46. These means prove that employees experience one of these four organisational cultures to a certain extent. The internal process culture appears to have the highest mean and the open system culture the lowest mean. This indicates that employees most strongly perceive the internal process culture and least of all the rational goal culture. The standard deviations of the different organisational cultures are respectively: 0,52; 0,50; 0,49 and 0,46.

4. Results

In this section the results will be discussed. Firstly, the cohesion between the different variables will be demonstrated in table 2 by means of a correlation analyse. Subsequently the hypotheses will be confirmed or rejected.

In table 2 the cohesion between the different variables is displayed. In this table also the control variables are included. On the basis of table 2 one may see that most of the correlations are positive. Only the internal process culture and the control variables do not correlate with another variable. For instance one could see that the internal process culture does have a negative correlation with the will to change, but has a positive correlation with the norm to change.

Table 2.

Correlation matrix.

Variables	Rfc	Will	Norm	Ability	Hrc	Rgc	Osc	Ipc	Ijs	Ejs	Age	Gender	Loe	Educ
Readiness for change	1,00	,69**	,25**	,55**	,24**	,12*	,12*	-,10	,26**	,23**	,07	-,07	,08	-,20**
Will	,69**	1,00	,15*	,63**	,35**	,28**	,05	-,07	,29**	,24**	,08	,05	,08	-,17**
Norm	,25**	,15*	1,00	,18**	,16**	,22**	,29**	,18**	-,01	,06	,10	-,01	,07	,01
Ability	,55**	,63**	,18**	1,00	,40**	,21**	,03	-,20**	,26**	,27**	-,03	,05	,00	-,30**
Humanrelation-culture	,24**	,35**	,16**	,40**	1,00	,53**	,17**	-,17**	,41**	,44**	,01	,16**	,03	-,07
Rationalgoal-culture	,12*	,28**	,22**	,21**	,53**	1,00	,43**	,03	,28**	,27**	-,02	,06	,00	,09
Opensystem-culture	,12*	,05	,29**	,03	,17**	,43**	1,00	,23**	,10	,02	-,06	,06	-,08	,13*
Internalprocess-culture	-,10	-,07	,18**	-,20**	-,17**	,03	,23**	1,00	-,36**	-,24**	-,04	-,08	-,07	,20**
Intrinsic-jobsatisfaction	,26**	,29**	-,01	,26**	,41**	,28**	,10	-,36**	1,00	,70**	-,11	,21**	-,01	-,12*
Extrinsic-jobsatisfaction	,23**	,24**	,06	,27**	,44**	,27**	,02	-,24**	,70**	1,00	-,03	,17**	,05	-,18**
Age	,07	,08	,10	-,03	,01	-,02	-,06	-,04	-,11	-,03	1,00	-,19**	,57**	-,01
Gender	-,07	,05	-,01	,05	,16**	,06	,06	-,08	,21**	,17**	-,19**	1,00	-,17**	,07
Length of employment	,08	,08	,07	,00	,03	,00	-,08	-,07	-,01	,05	,57**	-,17**	1,00	-,17**
Education	-,20**	-,17**	,01	-,30**	-,07	,09	,13*	,20**	-,12*	-,18**	-,01	,07	-,17**	1,00

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

H1: Readiness for change and the will, norm and ability to change. In table 3, the will, norm and ability to change appear to have a significant positive influence on the readiness for change of an employee (the will to change: $\beta = .559$; $p = .000$, the norm to change : $\beta = .131$; $\beta = .003$; the

ability to change : $\beta = .182$; $p = .001$). As it was expected that readiness for change would be positively influenced by the will, the norm and the ability to change, the first hypothesis can be confirmed.

Table 3.

Regression analyse the will, the norm and the ability to change - readiness for change.

	Beta	Sig.	Multicollinearity	
			Tolerance	VIF
Constant (-,038)		,89		
Will	,56	,00	,599	1,669
Norm	,13	,00	,958	1,044
Ability	,18	,00	,557	1,794
<i>Control variables</i>				
Age	-,01	,89	,637	1,570
Sex	-,10	,03	,944	1,059
Length of employment	,01	,90	,639	1,565
Education	-,04	,42	,864	1,158
R-square	0,53			

H2: Human relation culture and intrinsic job satisfaction. According to the second hypotheses a human relation culture has a positive influence on the intrinsic job satisfaction of an employee. Figure 4 indicates that there is a positive significant relationship ($\beta = .41$; $p = .00$). Therefore the second hypothesis can be confirmed.

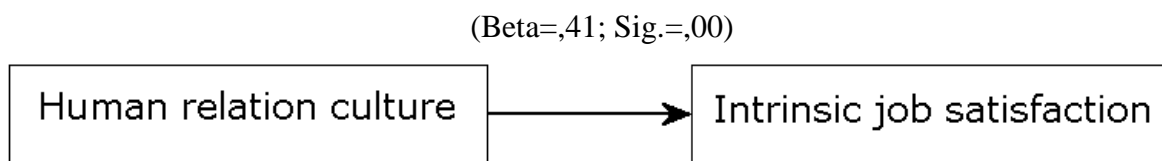


Figure 4.

H3: Human relation culture and extrinsic job satisfaction. Figure 5 proves that a human relation culture has a positive influence on an employees' extrinsic job satisfaction ($\beta = .44$; $p = .00$). Thus the third hypothesis can be confirmed.

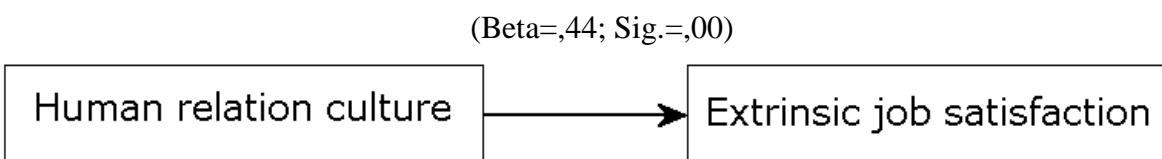


Figure 5.

H4: Open system culture and intrinsic job satisfaction. It was assumed that an open system culture would have a positive influence on the intrinsic job satisfaction of an employee. Looking at figure 6 one may see that an open system culture does not have a positive influence on the intrinsic job satisfaction of an employee ($\beta=.10$; $p=.13$). Hence the fourth hypothesis cannot be confirmed.

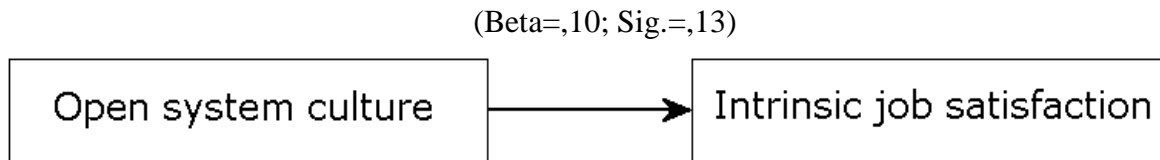


Figure 6.

H5: Open system culture and extrinsic job satisfaction. In figure 7 one can see that an open system culture does not have a positive influence on the extrinsic job satisfaction of an employee ($\beta=.02$; $p=.76$). Accordingly the fifth hypothesis cannot be confirmed.

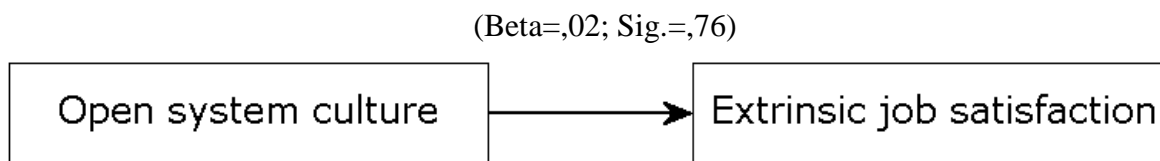


Figure 7.

H6: Internal process culture and intrinsic job satisfaction. It was expected that the intrinsic job satisfaction of an employee would be negatively influenced by the internal process culture. Figure 8 indeed shows that is the case ($\beta=-.36$; $p=.00$). Consequently the sixth hypothesis can be confirmed.

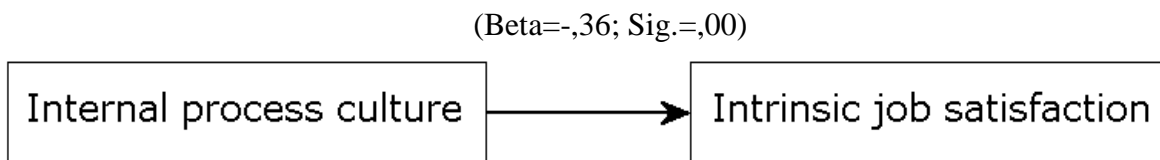


Figure 8.

H7: Internal process culture and extrinsic job satisfaction. A negative relationship between the extrinsic job satisfaction and the internal process culture was assumed. According to figure 9 this relationship indeed is negative ($\beta=-.24$, $p=.00$). Therefore the seventh hypothesis can be confirmed.

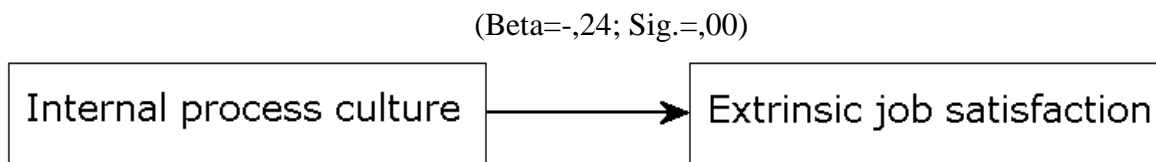


Figure 9.

H8: Rational goal culture and intrinsic job satisfaction. It was expected that a rational goal culture would not have an influence on the intrinsic job satisfaction of an employee. Looking at figure 10 it appears that a rational goal culture does in fact have a positive influence on the intrinsic job satisfaction (beta=,28; p=,00). Accordingly the eighth hypothesis cannot be confirmed.

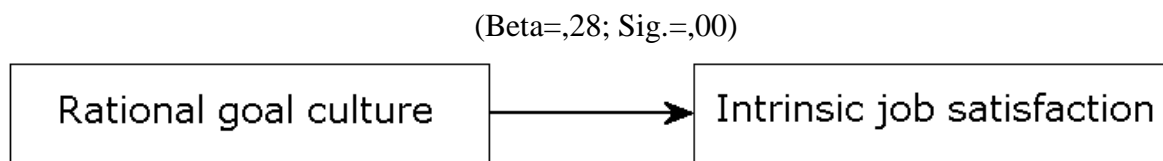


Figure 10.

H9: Rational goal culture and extrinsic job satisfaction. No relationship was expected between a rational goal culture and the extrinsic job satisfaction of an employee. According to figure 11 a positive relationship does exist between the rational goal culture and an employees' job satisfaction (beta=,27, p=,00). Hence the ninth hypothesis cannot be confirmed.

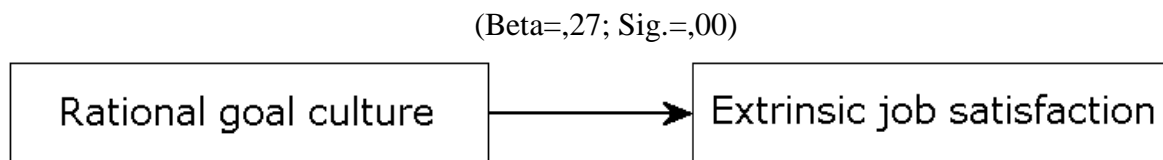


Figure 11.

H10: Intrinsic job satisfaction and the will to change. According to the tenth hypothesis the employees' intrinsic job satisfaction positively influences the will to change. Figure 12 demonstrates that there is indeed significant relationship (beta=,25; p=,00). Thus the tenth hypothesis can be confirmed.

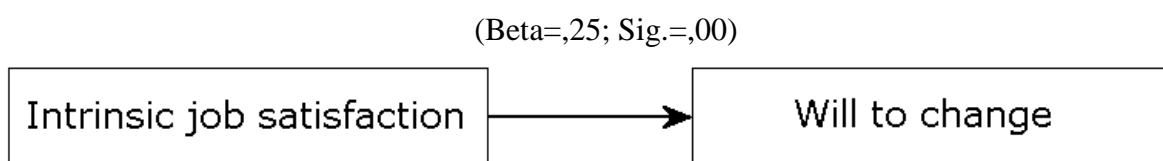


Figure 12.

H11: Intrinsic job satisfaction and the norm to change. It was assumed that the intrinsic job satisfaction of an employee would have a positive influence on the norm to change. Looking at figure 13 it appears that there is no significant relationship ($\beta = -.08$; $p = .30$). Hence the eleventh hypothesis cannot be confirmed.

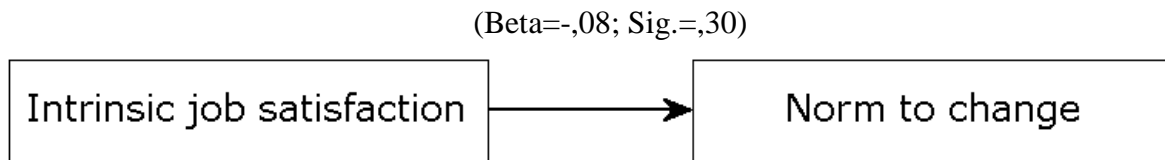


Figure 13.

H12: Intrinsic job satisfaction and the ability to change.

In figure 14 one can see that in line with the twelfth hypothesis there is positive relationship between the intrinsic job satisfaction of an employee and the ability to change ($\beta = .17$; $p = .02$). Therefore the twelfth hypothesis can be confirmed.

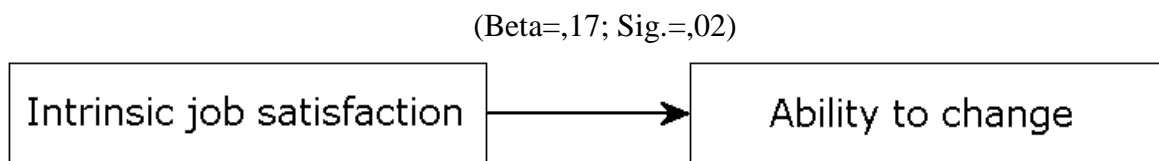


Figure 14.

H13: Extrinsic job satisfaction and the will to change. A positive relationship was expected between the extrinsic job satisfaction of an employee and the will to change. Figure 15 proves that there is not a positive relationship ($\beta = .12$, $p = .12$). Consequently the thirteenth hypothesis cannot be confirmed.

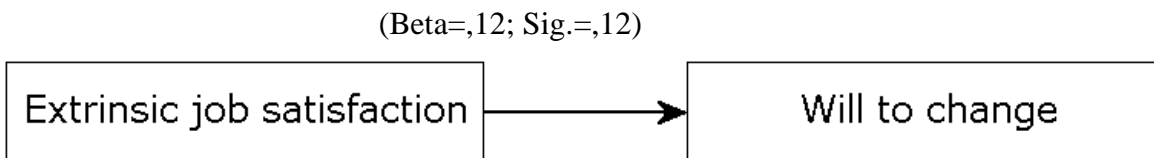


Figure 15.

H14: Extrinsic job satisfaction and the norm to change. It was assumed that the extrinsic job satisfaction of an employee would have a positive influence on the norm to change. According to figure 16 the extrinsic job satisfaction does not positively influence the norm to change ($\beta = .15$; $p = .06$). Hence the fourteenth hypothesis cannot be confirmed.

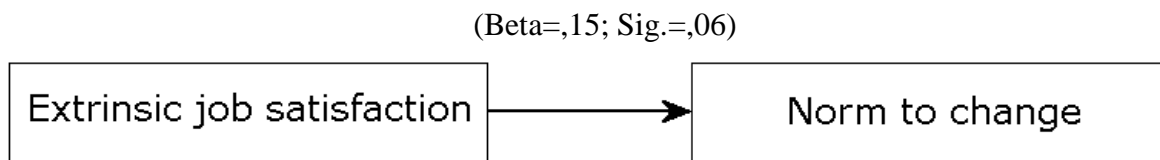


Figure 16.

H15: Extrinsic job satisfaction and the ability to change.

Looking at figure 17 it appears that there is a positive relationship between the extrinsic job satisfaction and the ability to change (beta =,20; p=,01). Hence the fifteenth hypothesis can be confirmed.

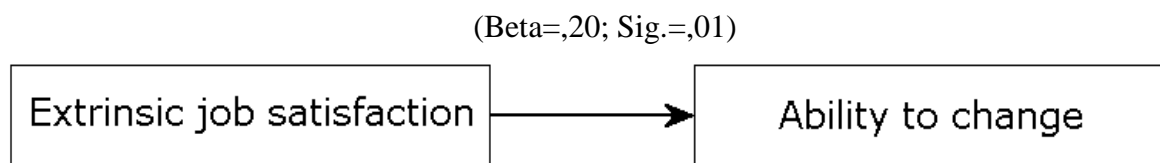


Figure 17.

In table 4, 5 and 6 one can see the overview of the results of all the hypotheses.

Table 4.

Readiness for change - the will, norm and ability to change.

	Will, norm and ability to change
Readiness for change	+

Table 5.

Overview of the effects of organisational cultures on job satisfaction.

Organisational culture	Job satisfaction	
	Intrinsic job satisfaction	Extrinsic job satisfaction
Human relation culture	+	+
Open system culture	o	o
Internal process culture	-	-
Rational goal culture	+	+

Table 6.

Overview of the effects of job satisfaction on the readiness for change.

Job satisfaction	Readiness for change		
	Will to change	Norm to change	Ability to change
Intrinsic job satisfaction	+	o	+
Extrinsic job satisfaction	o	o	+

Comparison of the models

With respect to the comparison between the chosen conceptual model of this study and the mediating model, it emerges that in all the analysed models the Chi-square is significant ($p=,00$).

This means that the models do not fit with the data and therefore it is not possible to state that the mediating model would be a better model than the chosen conceptual model in this study.

Concerning the comparison of the chosen conceptual model of this study and the moderating model, one can see in the tables 7, 8 and 9 that only in table 9 one of the interaction variables (C.

Internalprocessculture x c. Intrinsicjobsatisfaction) is significant. This indicates that only the moderating model regarding the ability to change could be a better model than the conceptual model of this study.

One may conclude that the alternative models are not or only slightly better the conceptual model that was selected for this study.

Table 7.

Regression analysis interaction effects the will to change.

	Beta	Sig.	VIF
Constant = 2,37		,00	
C ² Humanrelationculture	,23	,00	1,72
C. Opensystemculture	-,06	,37	1,41
C. Internalprocessculture	,09	,17	1,35
C. Rationalgoalculture	,11	,14	1,80
C. Intrinsicjobsatisfaction	,23	,01	2,41
C. Extrinsicjobsatisfaction	,03	,73	2,12
C. Humanrelationculture x c. Intrinsicjobsatisfaction	,00	,97	6,01
C. Opensystemculture x c. Intrinsicjobsatisfaction	,00	,97	3,36
C. Internalprocessculture x c. Intrinsicjobsatisfaction	,07	,40	2,26
C. Rationalgoalculture x c. Intrinsicjobsatisfaction	-,06	,68	7,11
C. Humanrelationculture x c. Extrinsicjobsatisfaction	,18	,16	5,69
C. Opensystemculture x c. Extrinsicjobsatisfaction	,02	,85	2,99
C. Internalprocessculture x c. Extrinsicjobsatisfaction	,05	,57	2,37
C. Rationalgoalculture x c. Extrinsicjobsatisfaction	-,24	,08	6,60
R-square	,23		

² C indicates that the variables have been centered.

Table 8.

Regression analyse interaction effects the norm to change.

	Beta	Sig.	VIF
Constant =2,62		,00	
C. Humanrelationculture	,10	,19	1,72
C. Opensystemculture	,21	,00	1,41
C. Internalprocessculture	,16	,01	1,35
C. Rationalgoalculture	,06	,41	1,80
C. Intrinsicjobsatisfaction	-,06	,49	2,41
C. Extrinsicjobsatisfaction	,15	,07	2,12
C. Humanrelationculture x c. Intrinsicjobsatisfaction	-,20	,15	6,01
C. Opensystemculture x c. Intrinsicjobsatisfaction	-,06	,55	3,36
C. Internalprocessculture x c. Intrinsicjobsatisfaction	,02	,78	2,26
C. Rationalgoalculture x c. Intrinsicjobsatisfaction	,20	,17	7,11
C. Humanrelationculture x c. Extrinsicjobsatisfaction	-,02	,87	5,69
C. Opensystemculture x c. Extrinsicjobsatisfaction	,14	,15	2,99
C. Internalprocessculture x c. Extrinsicjobsatisfaction	-,08	,35	2,37
C. Rationalgoalculture x c. Extrinsicjobsatisfaction	-,10	,46	6,60
R-square	,16		

Table 9.

Regression analyse interaction effects the ability to change.

	Beta	Sig.	VIF
Constant = 2,49		,00	
C. Humanrelationculture	,32	,00	1,72
C. Opensystemculture	,01	,90	1,41
C. Internalprocessculture	-,05	,44	1,35
C. Rationalgoalculture	-,01	,88	1,80
C. Intrinsicjobsatisfaction	,13	,11	2,41
C. Extrinsicjobsatisfaction	,11	,16	2,12
C. Humanrelationculture x c. Intrinsicjobsatisfaction	-,02	,89	6,01
C. Opensystemculture x c. Intrinsicjobsatisfaction	-,02	,84	3,36
C. Internalprocessculture x c. Intrinsicjobsatisfaction	,16	,04	2,26
C. Rationalgoalculture x c. Intrinsicjobsatisfaction	-,11	,43	7,11
C. Humanrelationculture x c. Extrinsicjobsatisfaction	,04	,73	5,69
C. Opensystemculture x c. Extrinsicjobsatisfaction	,04	,63	2,99
C. Internalprocessculture x c. Extrinsicjobsatisfaction	-,01	,88	2,37
C. Rationalgoalculture x c. Extrinsicjobsatisfaction	-,12	,38	6,60
R-square	,25		

5. Conclusion and Discussion

The survival of an organisation crucially depends on the adjustment to external developments and staying up to date (Rowden, 2001). Therefore an organisation constantly has to undergo changes. Many factors could influence the success of an organisational change (Berneth, 2004). This study focussed on the readiness for change of employees in relation to their job satisfaction. Also, the relationship between organisational culture and job satisfaction was investigated. The research

questions that have been addressed are: ‘what is the influence of organisational culture on the job satisfaction of the employees?’ and “what is the influence of employees' job satisfaction on their readiness for change?” Data were gathered from seven different organisations in the Netherlands in May 2015.

Firstly the will to change, the norm to change and the ability to change have been considered in relation to the readiness for change of an employee. As expected it appears that these variables positively influence the readiness for change.

Subsequently, the relationships between four organisational cultures and intrinsic and extrinsic job satisfaction have been explored. In line with the prediction a human relation culture has a positive influence on both intrinsic and extrinsic job satisfaction. Evidently, it is an organisational culture with emphasis on social cohesion, morale and participation in decision-making that is beneficial for the job satisfaction of the employees. In contrast to the fourth and fifth hypotheses, it cannot be stated that an open system culture has a positive influence on both types of job satisfaction. This is remarkable considering previous research (Jo et al., 1999; McKinnon et al., 2003), which proved that innovation and a developmental culture had positive effects on an employee's job satisfaction. With respect to the sixth and seventh hypotheses it emerges that an internal process culture has an adverse effect on both types of job satisfaction. This confirms the expectation that hierarchical and bureaucratic characteristics of an organisational culture are detrimental to an employee's job satisfaction. Contrary to the prediction that a rational goal culture would not have an influence on both intrinsic and extrinsic job satisfaction, the rational goal culture in fact does have a positive influence on both types of job satisfaction. Apparently employees like to work in an organisation characterised by efficiency, productivity and centralized decision-making.

Thirdly, the intrinsic and extrinsic job satisfaction has been explored in relation to the will, the norm and the ability to change. Since the studied literature unambiguously indicates that satisfied employees are more willing to change, the expectations were that both intrinsic job satisfaction and extrinsic job satisfaction would have a positive effect on all three components of readiness for change. This indeed appears to be the case concerning the relationship between the intrinsic job satisfaction and the will to change. Also, both the intrinsic and extrinsic job satisfaction have a positive effect on the ability to change. Concerning the intrinsic and extrinsic job satisfaction and their relationship with the norm to change, it emerges that for both there are no significant relationships. Likewise, the extrinsic job satisfaction has no influence on the will to change.

It is interesting that solely the intrinsic job satisfaction, and not the extrinsic job satisfaction, has a positive effect on the will to change. Evidently, factors such as the creativity, variety and autonomy of one's job have a positive influence on the will to change, but this does not account for factors as salary, fringe benefits and the work conditions. Another interesting point is that the

intrinsic and extrinsic job satisfaction of an employee does not matter when it comes to the norm to change. Both types of job satisfaction give an employee the feeling that they would be able to cope with an organisational change.

With the results it is possible to answer the research questions. With reference to the first research questions it cannot be stated unequivocally that the organisational cultures, which were investigated in this study, have a clear impact on the job satisfaction of an employee. The human relations culture and the rational goal culture have a positive influence on an employee's job satisfaction, whereas the internal process culture has a negative effect on the job satisfaction, and the internal process culture has no effect on an employee's job satisfaction. Pertaining the second research question it is also impossible to argue for an unequivocal effect of an employee's job satisfaction on the readiness for change. Job satisfaction does have a positive effect on the ability to change, but does not have an effect on the norm to change. The intrinsic job satisfaction influences the will to change positively, whereas no effect has been found for the extrinsic job satisfaction on the will to change.

Also, in this study the conceptual model was compared to both a mediating and a moderating model. Since both the chosen conceptual model of this study and the mediating model do not fit with the data, it might be stated that the chosen model in this study is not a less adequate model than the mediating model. This means that either other – not investigated - variables have an influence on the investigated variables, or that the relationship between the investigated variables differs from the expected relationship. Concerning the moderating models, it appears that the models with respect to the will to change and the norm to change are not better models than the chosen conceptual model in this study. However, the model regarding the ability to change might be a better model than the chosen conceptual model in this study.

Unlike many previous studies, a strong and interesting point of this study is that job satisfaction has been split into intrinsic and extrinsic job satisfaction, and as a result it was possible to expound on the influence of job satisfaction. As there are differences in the results between intrinsic and extrinsic job satisfaction it emerges to be a pertinent differentiation. Another strong point of this study is that the quality of the research tool is high. This has been proven by doing a factor analysis and by constructing validity analysis. It also appears that the designed questionnaire, which is based on the DINAMO-questionnaire of Metselaar et al., (2011), and on the questionnaire which is part of Beek's study (2011), and was used in this study, had a strong validity and a high reliability in previous research.

It is important to mention that the results may be affected by limitations in the data. Firstly, the surveys have been conducted in seven organisations, which were selected by means of contacts with certain employees of these organisations. Since these organisations were not selected

randomly it is not possible to generalize the results of this study. Secondly, the results on which this study has been based, comprise a very small number of respondents. Ultimately, only 291 people were included in the analysis. Thirdly, the survey consists of only one measurement point (cross-sectional dataset). Therefore it is clear for only one context what the effects are of organisational culture on job satisfaction, and of job satisfaction on the readiness for change. Hence it is not possible to discern a trend. Fourthly, in comparison to figures from the CBS (2015) the average education level of the respondents in this study, with an average age of 45, is far higher than the average education level of a Dutch person between the ages of 15 and 75. This means that highly educated people are overrepresented. Fifthly, the conceptual model of this study does not fit with the model, which indicates that the variables might be differently related to each other or that other unexplored variables could have more influence on the explored variables. A study with a conceptual model that better fits to the data, with more respondents, more measurement points spread over years (longitudinal research), and with a more equal distribution of the education level, would probably give a better picture of the effects of organisational culture on job satisfaction, and of the effects of job satisfaction on the readiness for change. Longitudinal research is especially important concerning readiness for change, as nowadays organisations increasingly have to undergo changes due to the rapid developments in technology.

Future research could, unlike this study, scrutinize the strength or weakness of an organisational culture. This is important because the strength or weakness of an organisational culture might be decisive to the extent in which an organisational culture influences the readiness for change of an employee. It would also be interesting to include other theoretical perspectives regarding the concept of culture, since the Competing Values Framework of Cameron and Quinn (2006), which describes four fixed culture types, create a somewhat one-sided picture of an organisational culture. Furthermore, an investigation with more work related and control variables could probably better clarify when and why employees are willing, or not, to change. Examples of such variables are the influences of a transformational leader, flexible working hours, job insecurity, one's work-family balance and telecommuting.

Overall, while this study provides some additional insights in relationships between organisational culture, job satisfaction and readiness for change, there are many other factors that need to be considered in order to understand why and how these variables affect each other.

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