

Investigating the Impact of Organizational Culture on Productivity and Job Satisfaction in The Mining Sector in Zambia

Diana Siame

Copperbelt University.

Abstract:

The study is an investigation of the impact of organizational culture on productivity and job satisfaction in the mining sector in Zambia. The objective of the study was to explore the influence of organizational culture on employee productivity and job satisfaction. The study utilized both qualitative and quantitative methods of data collection. Data was collected from 274 participants who represented entry level and mid-level employees in the mining sector in Zambia. The respondents represented two mining companies and two mining services companies. The data collected was analyzed using Statistical Package for Social Sciences (SPSS) and Thematic analysis. The results obtained showed that organizational culture had a significant impact on productivity and job satisfaction.

Keywords: Organizational Culture, Productivity, Job Satisfaction.

Introduction

Background

Organizational culture plays a huge role in the shaping of the work environment and has a significant impact on employee outcomes. Understanding organizational culture and how it influences employee outcomes is therefore essential for the success of the business. The mining sector is not only a fast-paced industry but it is also a physically demanding industry. It is important for the culture of such an environment to be conducive.

The article seeks to explore the relationship between organizational culture and key elements namely productivity and job satisfaction in the mining sector in Zambia. The research article aims to provide actionable insights for mining companies seeking to find a balance between employee performance and employee satisfaction. There has been a number of research studies conducted around this topic but none have been done in the mining sector of Zambia.

Literature Review

Organizational Culture

Organizational culture can be defined as the environment in which people work and its influence on the people in that environment - how they think and behave (Warrick, 2017). Kotter and Heskett (1992) defined organizational culture as beliefs and values in an organization that shape the behaviour patterns of employees (Uddin et al, 2012). Culture is the pattern of basic assumptions invented by a group. It is developed in learning in order to cope with problems that might arise due to external adaptation and internal integration (Schein, 1986). Pettigrew (1979) and Ahmed and Shafiq (2014) revealed that the mental ability of humans which contributes to their thinking and decision-making is dependent on organizational culture. Warrick (2017) stressed that culture was significant in the success of any organization.

Productivity and Job Satisfaction

Productivity is the comparison of physical inputs and the physical outputs in from the factory (Kaplan and Cooper, 1998; Tangen, 2005). Productivity is the ability to satisfy the market's needs for goods and services with minimum use of resources (Moseng and Rolstadas, 2001; Tangen, 2005). Organizational culture affects the environment of an organization and influences productivity. A favourable workplace environment enables employees to feel safe and increases their productivity (Vanesa, 2019). It is important to also note that the influence of organizational culture is not in isolation, organizational culture is significantly influenced by leadership. Leadership influences employee outcomes such productivity (Olayaside and Awolusi, 2019).

Job satisfaction can be defined as an emotional response to work conditions, tasks, and interpersonal experiences (Locke, 1976; Montuori, 2022). Bigliard and Dormio (2012) stated that many researchers have indicated that job satisfaction has the ability to influence employee productivity, turnover, and retention. Organizations that promote innovation are more likely to have employees who feel more satisfied in their roles (Belias and Koustelios, 2014).

Methodology

Research Design

The research design provides a framework that was used to conduct the research to find out how organizational culture influences productivity and job satisfaction in the mining sector in Zambia. It takes advantage of both qualitative and quantitative approaches. Data was collected using both questionnaires and semi-structured interviews.

The research was conducted in Zambia's main mining provinces, Copperbelt and North Western Provinces. The data was collected from 274 entry and mid-level employees from 2 mining companies and 2 mining services companies. The data collected was analyzed using SPSS (274 respondents) and Thematic analysis (11 participants).

Data Presentation

Quantitative data

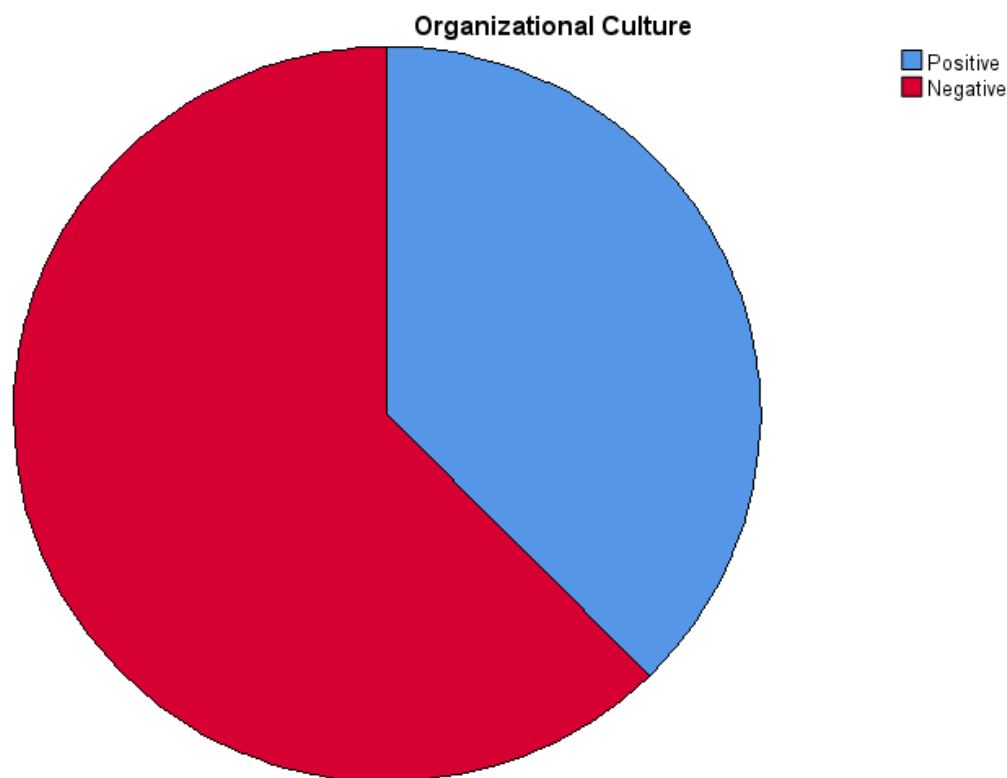


Figure 1 shows that the number of employees who felt they had a negative organizational culture was more than the number of employees who felt they had a positive organizational culture.

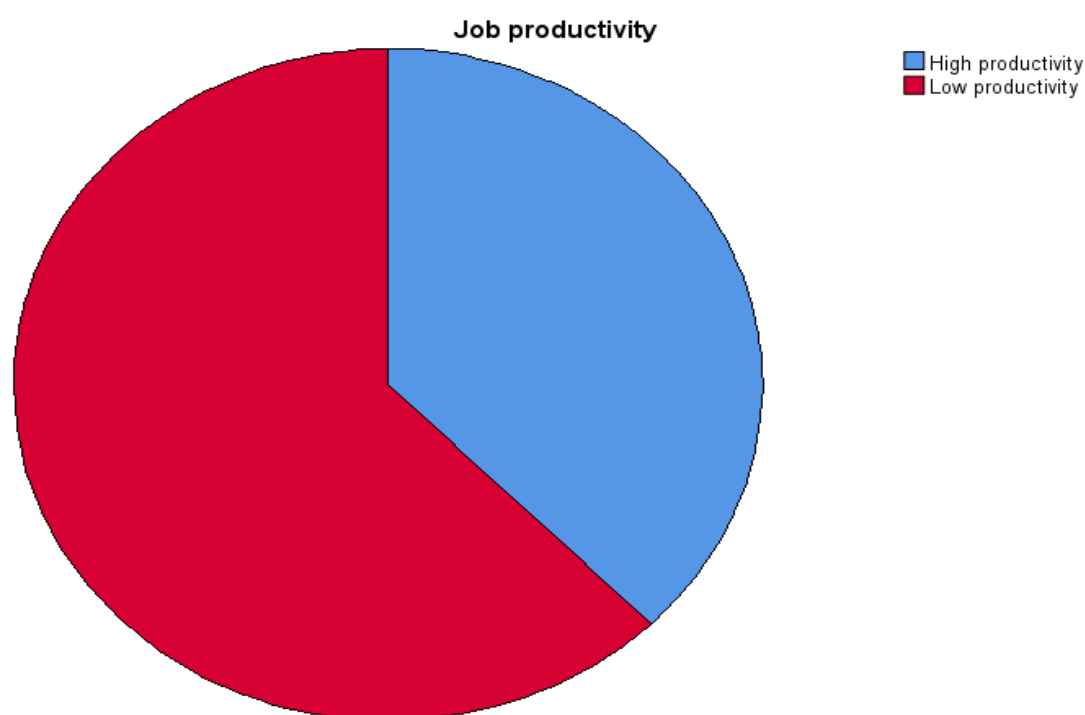


Figure 2 shows that most employees did not feel productive enough due to the culture of their organization.

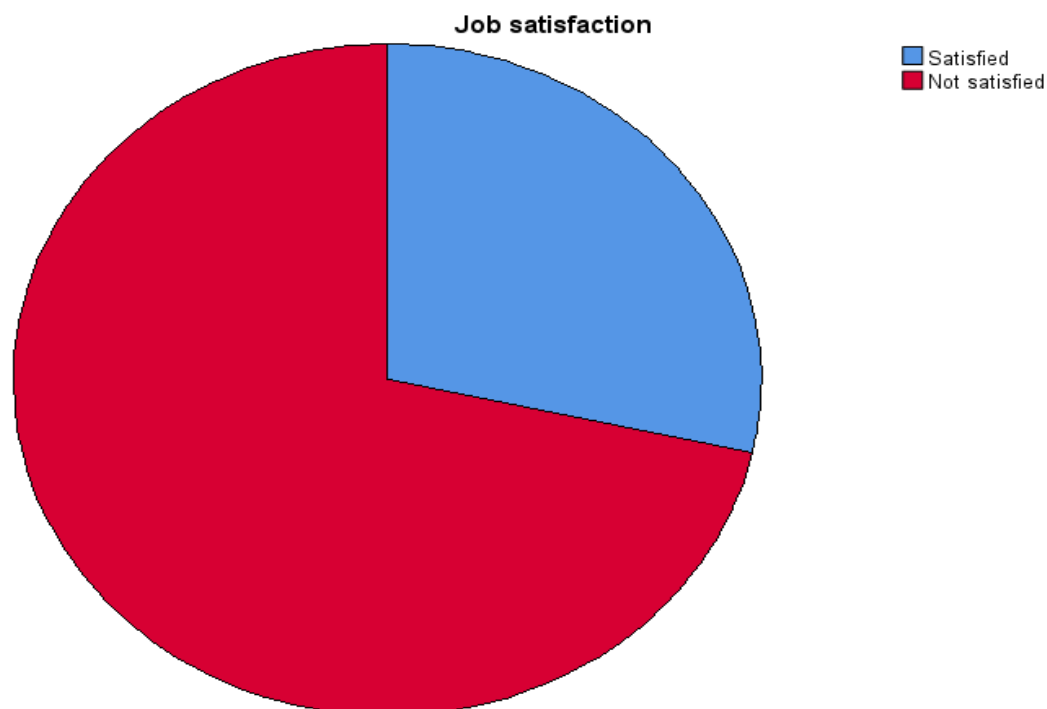


Figure 3 shows that the number of employees that feel dissatisfied with their jobs is more than those that have job satisfaction.

Qualitative data

1. How would you describe the culture of your organization?

The majority of the respondents felt that their organization needed to promote togetherness. They felt like they were not so united as team members. “The culture, is a culture requires more work when it comes to unity. I’m not saying we don’t work together but I just know things can be better.” Another respondent mentioned that the environment felt more competitive than collaborative. “I think we compete more among ourselves than we work together.”

2. Do you feel your organization’s culture encourages productivity?

Most respondents mentioned that they work according to given targets meaning, it did not really matter how they felt, they have to work to achieve their daily targets. However, entry-level employees emphasized that they did not feel like their environment encouraged productivity because they did not really feel motivated. “Ah, there is no motivation to work just that we have to feed our families.” The respondents felt that they did not have a proper work-life balance and there was a lack of opportunities for career growth. They also mentioned their organization should consider promoting from within the company instead of hiring from outside. On the other hand, mid-level employees felt that their organization promoted productivity to a certain extent. “Yes, productivity is encouraged but there’s still work that needs to be done.”

3. Do you feel satisfied with your role?

None of the entry-level employees were satisfied. Mid-level employees felt partially satisfied.

4. What do you feel influences your job satisfaction in the workplace?

Most the respondents mentioned career growth, good salaries, and bonuses. “Being able to grow in your career and getting money that doesn’t give you a headache.” “Bonuses, a good pay, and even just seeing growth in the company.”

Discussion

Figure 1 shows that most employees felt that the culture of their organization was negative and led to reduced productivity and job dissatisfaction.

The results from the semi-structured interviews show that most respondents felt the culture of their organization did not promote togetherness. They felt that more work was required in order to improve collaboration and unity.

Entry-level respondents emphasized that they did not feel motivated to be productive but worked to reach their daily targets. They cited lack of proper work-life balance and opportunities for career development as contributors to not being motivated to be productive. On the other hand, mid-level employees felt that the culture of the organization promoted productivity to a certain degree. However, they felt the organization could do better. Hennessey (1992) shared that leadership plays a critical role in promoting the culture of an organization and influences its effectiveness.

None of the entry-level employees were satisfied with their current roles. They wished for career growth opportunities. Some mid-

level employees felt satisfied but were looking to grow in their careers. The respondents felt that career development opportunities, better salaries, and incentives would promote job satisfaction. Mardiyana and Hidayat (2023) found that compensation was proven to have a positive and significant effect on job satisfaction. They also found that job satisfaction has a significant effect on productivity.

Results produced from an 11-year study by Kotter and Heskett (1992) showed that an increase in sales by 682% by organizations with health cultures compared to 162% for organizations with negative cultures. Studies have shown that organizational culture has an irrefutable impact on productivity and job satisfaction (Weiner, 1988; Denison, 1990; Marcoulides and Heck, 1993; Fisher, 2000; Warick, 2017). Organizational culture was ingrained in organizational practices indicating that organizational performance was dependent on organizational culture (Magee, 2002; Uddin et al, 2013).

Conclusion

Based on the discussion of the findings, it can be concluded that organizational culture has a significant influence on productivity and job satisfaction. A conducive organizational culture positively influences both productivity and job satisfaction. It can also be concluded that factors like career development, salaries, and incentives have the ability to influence job satisfaction and productivity.

Recommendations

- Human resource management should consider creating clear career pathways and put in action career development programs for employees. This would promote career growth and enhance job satisfaction which would lead to increased productivity.
- Introduce an all-round performance review system that not only evaluates results but organizational behaviour.
- Regularly remind employees about the values of the organizations and their importance. Leaders should also encourage employees to live the values and reward those that are living the values.
- Improve employee compensation whenever possible.

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