Full Length Research Paper

The factors influencing organizational culture in Federal Agricultural Marketing Authority (FAMA)

Azizi Yahaya[1]*, Noordin Yahaya[2], Jasmi Ismail [2], Zainudin Shariff[2], Jamaludin Ramli[1], Muhammad Sukri Saud[1], Mohamed Afiq[2] and Mohamed Anwar[2]

[1]Universiti Teknologi Malaysia.
[2]Universiti Teknologi Mara (Melaka), Malaysia.

The article reviews the empirical studies which emphasize that the factors influencing organizational culture in Federal Agricultural Marketing Authority (FAMA), which are very few, have been done in Malaysia. The factors studied are job satisfaction, job content, and distributive justice, which are studied towards the dependent variables (that is, organizational culture). In obtaining the employee opinion towards this issue, a researcher has distributed 120 questionnaires to the respondents and only 100 questionnaires were returned. A researcher has used the statistical packages for social sciences (SPSS) version 14 to analyze the entire data. The data were analyzed by using Reliability test, Descriptive analysis and Pearson's correlation analysis. The result shows that distributive justice (Beta=0.504) and followed by job satisfaction (Beta=0.284) which influences organizational culture in FAMA.

Key words: Satisfaction, job content, organizational culture, distributive justice.

INTRODUCTION

With rapid changes in the business world, competition threats increased too, and it is a must for any organization to strategize on how to be effective internally and externally (Schein, 1992), that is, not only by contending within the industries competitively, but to have efficient workers too. Schein (1992) also added that, achieving internal success is dependent on producing and maintaining a positive, healthy organizational culture that comprised an industrial relationship and successful task that has been completed. That is, a good relationship among staff and task oriented employees could drive the organization towards success.

A good industrial relationship in any organization could create harmony in workplace. Goldston (2007), in her research, has stated that organizational culture is the single most important factor towards succession of an organization. In addition, she found out that in every secret success of an organization, there is 'organizational culture' affecting it. A culture could bring a positive and negative way of affecting the work style. For example, voices of the Malaysian public say that 'government workers' love to procrastinate their work. This is a fact known, in that government workers have no strict working system as their staffs are free to go anywhere, as long as they have punch in their card in the morning right on time, and as long as they do not neglect entering mandatory meetings and work.

Goldston (2007) in her research also added that, a strong organizational culture could generate motivation and commitment among the organization employees. As regards the previous examples, many private workers who are working in an organization which stimulates the motivation of the workers, will work harder towards the succession of the organization. Should the existing culture be positive, it could influence the workers to do their best performance.

Hence, the world of employment nowadays really needs to consider the factor which influences organizational culture should they want to have a batch of employees with high discretionary effort. Thus, they should be more tolerable to handle the work load of the organization

*Corresponding author. E-mail: p-azizi@utm.my.

Corporate history

The Federal Agricultural Marketing Authority (FAMA) is an agency under the Ministry of Agriculture (MOA) and Agro-based Industry (IAT). It is set up as a statutory body in 1965, under Parliament Act 49 (1965) and Parliament Act 141 (Amend) in 1974. FAMA is responsible in the supervision, coordination, regulation and improvement of the marketing of agricultural products, which include fruits and vegetables, for domestic, export and import markets. As the government's marketing arm for agricultural products, FAMA organizes marketing activities, set targets and product standards, monitor performance, develop marketing strategies and tools, as well as, initiate innovative programmes to promote Malaysian agricultural products.

There were 14 branches of FAMA all over Malaysia, including Labuan province. Moreover, each state will manage the numbers of FAMA office within the state/province. The reason for all branches existence is to make FAMA closer to entrepreneurs who need FAMA's service. In the year 2006, FAMA has initiated Agro-based Industry (IAT) expo in all states. From tremendous response of the expo, FAMA has started to make IAT Expo Tour starting from year 2009. The expo helped the SME to make sales and introduced their product. FAMA also did organize Malaysian Agriculture, Horticulture and Agrotourism Show (MAHA) since 2006 under MOA, and has been awarded as the biggest event of the year by Malaysian Book of Records. Over 950 local and international exhibitors are expected to showcase their latest solutions to the industry.

Since there were many events organized by FAMA, the organization encountered some mass workloads among the staff. Each day, the staff may have to do overtime just to finish up their works in order to meet the dateline provided to them by their superior level management. Hence, measures to define the level of organizational culture in FAMA are essential to determine the performance level of the organization towards the challenge of encountering mass workloads.

Research questions

Organizational culture is a very important variable in any organization. To understand factors that contribute to the development of organizational culture, several research questions were developed. The following are the listed research questions:

1. Did job satisfaction influence the organizational culture?
2. Did job content influence the organizational culture?
3. Did distributive justice influence the organizational culture?

Hypotheses

The objective of the research is to identify the factors influencing organizational culture in the determined firm. Thus, several hypotheses were developed.

Hypothesis 1 (H_{01}): Job's satisfaction cannot influence organizational culture.

Hypothesis 2 (H_{02}): Job content cannot influence organizational culture.

Hypothesis 3 (H_{03}): Distributive justice cannot influence organizational culture.

Conceptual framework

Based on the research questions, a research model is drawn as the basis of this research. Figure 1 shows the conceptual framework of job satisfaction, job content, distributive justice towards organizational culture

The model of conceptual framework

Farhana (2009) has stated that dependent variable is a criterion or a variable that is to be predicted or explained, while independent variable is a variable that is expected to influence the dependent variable. Its value may be changed or altered independently in any other variable (Farhana, 2009).

Scope of the study

A researcher has decided to study factors influencing organizational culture in FAMA. The study is focused more on the employees below the managerial level. A researcher selected respondents among various departments in FAMA's Headquarters.

Literature review

Sekaran (2003) has defined literature review as the documentation of a comprehensive review of the published and unpublished work from secondary sources of data in the areas of specific interest of the researcher.

Organizational culture

Haigh (2006) has studied this variable in his study in organizational culture, identity, commitment and citizenship behaviors: Antecedents, change over time, interrelationships and potential of inoculation to bolster
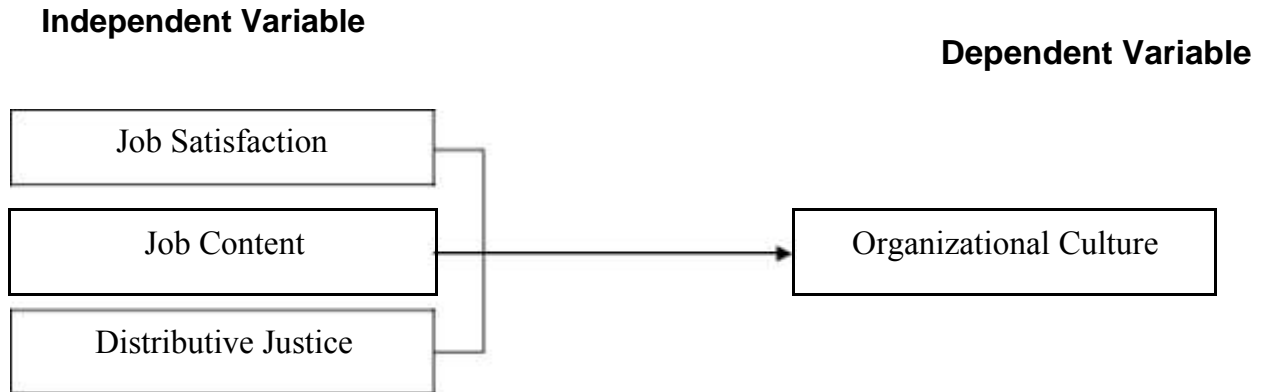
Independent Variable

Dependent Variable

Figure 1. The factors influencing organizational culture in FAMA.
Source: Goldston (2007); the relationship between traits of organizational culture and job satisfaction within the healthcare setting, Proquest Journal, Zagorski (2004), balancing the scales: Role of justice and organizational culture in employees search for work-life equilibrium, Proquest Journal)

identity, commitment and citizenship behavior (Ellen, 1990). The Pocket Oxford Dictionary of Current English defines culture as refined understanding of the arts and other human intellectual achievement. When applied to the organization, organizational culture is the individual belief and practice in the organization as the consequences of the culture itself. A good example given by Hellriegel and Slocum (2007), shows that most of the organizations have their own computer gurus, but often, It is their secretaries who do not go for lunch that help other workers who have the problem with the method of handling computer problem. Culture, as the collective sum of beliefs, values, meanings and assumptions, is shared by a social group and it helps to shape the ways in which they respond to each other and to their external environment (Fazilah, 2005). A culture is also seen as the personality of an organization, and it differentiates a company from another (Fazilah, 2005).

Alwi (2005), in his writing from his reference, has stated organizational culture as a perception which can be shared with members within the organization. In other words, organizational culture is correlated with decision making, acting, communication formation and communication network. Brown (1995) has stated that there are twelve sources of organizational culture, that is, influence of a dominant leader, company history and tradition, technology, products and services, the industry and its competition, customers, company expectations, information and control systems, legislation and company environment, procedures and policies, reward systems and measurement, organization and resources, and goals, values and beliefs.

Job satisfaction

Job satisfaction is a synonym variable to the study done

massively in the world as it is the key for employee's status. Job satisfaction is generally defined, in short-term, as a positive emotional state that reflects an effective response to job experience (Cordas, 2008). This emotional state derived as a consequence of satisfaction from the job done by them, is either based on the physical part of the job, or the content of the job itself. For example, the job satisfaction of FAMA's employees on their routine job that is less stressful, is fun to be dealt with. Sammons (1997) in his studies has stated that job satisfaction is an individual's perception of his/her employment experience with factors known to increase job satisfaction such as recognition, increased responsibility, continuing education or potential for growth and flexibility. Some employees love to do a job that is highly sought by them as the job may give some input to them, should the worker appreciate knowledge more than just doing works without any return.

There are many ways in order to promote job satisfaction as various employees have multi interest to be fulfilled. Some of the employees love to undergo training, while on holidays, in order to earn more knowledge and leisure, while some employees love to do a job that is highly demanded by them. Those jobs may reflect their true personality and ambitions. For example, some employees have passion in fashion, hence they will seek a job, which have some basics of what they love to do best.

Job content

Robinson (2005) described job content as the characteristics of the job. Based on his studies, he found that content factors were the satisfiers or motivators. He also found that on-the-job events were characterized as achievements, recognition and the work itself. Responsibility,

advancement and growth led to higher job satisfaction. However, there were several factors, which led to job content such as attitude, job stress, nature of the job, and complexity of the job.

Distributive justice

Woycheshin (2008) has defined distributive justice as the equal treatment by anyone towards anyone. Specifically, distributive justice in this research refers to the treatment of the upper level management towards the subordinates in the organization, that is, the treatment of the managers towards their employees. It may be in the form of promotion, compensation, etc. Stanford Encyclopedia of Philosophy (1996) defined principles of distributive justice as normative principles designed to guide the allocation of the benefits and burdens of economic activity. Every persons have their own feeling to have equal treatment from others.

In a way, they could express themselves freely, but in some manners they could not because every human in this world are free to have a say in every way. Undeniably, some organizations did discriminate the workers based on their age, sex, race or religion. The voice of these people may not listen to that of their superiors as a fact of discrimination to practice their norms. The discrimination may be in a limitation of them to practice their religion's ritual, such as prayers, having their thoughts to be listened by others.

METHODS

Participants

Participants are the entire group of people, events, or things of interest that the researcher wishes to investigate (Azizi et al., 2007). In a statistical usage, a population is any finite or infinite collection of individual elements. The inferences are to be made to the collection of individuals. The participants of the study will be among FAMA's Headquarters staff. FAMA was chosen as the population because many say that government workers are lazy and love to procrastinate works.

This might help to study the factors which influence organizational culture among workers. The participants of the study are workers from FAMA's Headquarters in Selayang, which are divided into several departments. The departments include human resource, small industry, distributor, retailer, financial, land development, training, quality control, aquaculture and export promotion departments.

The sample size of a statistical sample is the number of observations that constitute it. According to Azizi et al. (2007), it is important to establish the representatives of the sample for generalizability. In this study, 100 respondents sample size has been used to answer the questionnaires..

Measurement

For this study, a Malay language structured questionnaire was distributed to respondents. The Malay language questionnaire was

carefully translated into English language by using back translation (Brislin, 1962) to extract the exact question put to the respondents. It consisted of 23 questions and is answered by the lower management than the managerial level employees. It was divided into 5 sections as follows:

Section A: The demographic questions were asked to know the history and general background of the respondents. The purpose is to sample the distribution in terms of gender of the respondents, the period when the respondents work with the organization and the period when the respondents hold their current position in the organization.

Section B: The questions will clarify the organizational culture of the employee and their surroundings within the organization. Organizational cultures are the ruler of the organization's succession.

Section C: The respondents have to answer their level of agreement about the distributive justice existence in FAMA.

Section D: The questions will determine the respondents' perceptions about their job content, which they faced in the organization. The job's content may challenge the employees' ability to do their job and the determination of their willingness to do other things. That is, the ability to help others and the ability to finish their work on time.

Section E: The questions will clarify the job satisfaction of the respondents towards their organization. Job satisfactions were studied together with organizational culture by Goldston (2007).

All questions in Sections B, C, D and E used the Likert Scale method. In this method, the respondents have to respond to the statement given by choosing their level or agreement and marking it. The scale item consists of five categories as shown in Table 5.

Reliability analysis

Azizi et al. (2007) has stated that Cronbach's alpha is a reliability coefficient that indicates how well the items in a set are positively correlated to one another. The closer Cronbach's alpha is to number 1, the higher the internal consistency reliability. Generally, reliability which is less than 0.60 is considered to be poor, but that in the range of 0.70 to 0.80 is considered good. As it can be seen in Table 1, all the variables tested are positive.

Data collection method

As for this research, Malay version of questionnaire was developed. The questionnaire gathered the opinion of the respondents, based on the questions asked about their perception and the organization, and the questionnaire reflected the variables related to the study.

FINDINGS AND ANALYSIS

The Pearson product-moment correlation (r), or correlation coefficient for short, is a measure of the degree of linear relationship between two variables, usually labeled X and Y.

Hypotheses testing

Based on the results as shown in Table 2, whether the

Table 1. Reliability statistics for factors influencing organizational culture in FAMA.

Items	Cronbach's alpha	No. of items
Organizational culture	0.870	10
Distributive justice	0.901	10
Job content	0.865	10
Job satisfaction	0.816	10

Table 2. Pearson correlations matrix between factors influencing organizational culture.

		Organizational culture	Distributive justice	Job content	Job satisfaction
Organizational culture	Pearson correlation	1	0.504**	-0.143	0.284**
	Sig. (2-tailed)		p= 0.000	p= .0157	p= 0.004
Distributive justice	Pearson correlation	0.504**	1	-0.156	0.314**
	Sig. (2-tailed)	p= 0.000			
Job content	Pearson correlation	-0.143	-0.156	1	-0.278**
	Sig. (2-tailed)	p= .0157			
Job satisfaction	Pearson correlation	0.284**	0.314**	-0.278**	1
	Sig. (2-tailed)	p= 0.004			

Table 3. Multiple linear regressions coefficients (a).

Model		Unstandardized coefficients		Standardized coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.826	0.330		5.525	0.000
	Distributive justice	0.511	0.089	0.504	5.774	0.000

a Dependent variable: Organizational culture.

hypothesis which is formulated earlier in this study is supported or rejected can be interpreted as follows.

H$_{01}$: Job satisfaction can not influence organizational culture.

In Table 2, p = 0.004 is less than = 0.05, which means that the null hypothesis, H0$_1$, is rejected. Thus, there is a significant relationship between organizational culture and job satisfaction. So, a second test will be conducted.

H$_{02}$: Job content can not influence organizational culture. In Table 2, p = 0.0157 is more than = 0.05, which means that the null hypothesis, H0$_2$, is accepted. Thus, there is a no significant relationship between organizational culture and job content. So, a second test will be conducted.

H$_{03}$: Distributive justice can influence organizational culture.

In Table 2, p = 0.000 is less than = 0.05, which means that the null hypothesis, H0$_3$, is rejected. Thus, there is a significant relationship between organizational culture and distributive justice. So, a second test will be conducted.

Multiple regression analysis was conducted to predict the percentage of various variables towards criterion variable (Organizational Culture). This can be seen in Table 3. Each predictor was positively related to the outcome variable, such as distributive justice (β = .511, p = .001) and the Beta= 0.504. While in Table 4, the entire variable was excluded because they are not significant. It is automatically excluded when stepwise is used.

As it can be seen in the table, the beta value distributive justice of 0.504 does justify that distributive justice contribute towards the factors influencing organizational culture in FAMA. Thus, the mathematical form of the finding is

Table 4. Excluded variables (b).

Model		Beta In	T	Sig.	Partial correlation	Collinearity statistics tolerance
1	Job satisfaction	0.140(a)	1.532	0.129	0.154	0.901
	Job content	-0.066(a)	-0.745	0.458	-0.075	0.976

a Predictors in the model: (Constant), distributive justice.

Table 5. Likert Scale Method.

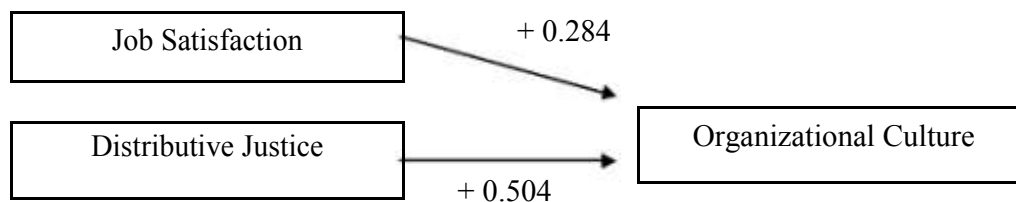| Strongly agree	Agree	Moderate	Disagree	Strongly disagree
5	4	3	2	1

Figure 2. Final Model Influencing Factors towards organizational culture in FAMA.

shown.

Organizational culture: 1.826 + (+0.504) distributive justice

Although the SPSS Version 14 suggested that job satisfaction should be removed in this research, the variable did somehow contribute some towards organizational culture. This is justified by the partial correlation value of the results that is +0.154. The mathematical form of the finding is as follows:

Organizational culture: 2.643 + (0.154) job satisfaction.

However, the researchers have also determined that there is no relation between job content and organizational culture. This has been justified by the results where the value is -0.075.

Final model

The final model is as shown in Figure 2

Overall findings

First, the relationship is between job satisfaction and organizational culture. It shows that the value of Beta is +0.284 which means that there is a weakly positive

significance between job satisfaction and organizational culture. There is also a relationship between distributive justice and organizational culture. It shows that the value of Beta is +0.504, which means that there is a moderately positive significance between distributive justice and organizational culture. Between the two variables which influence organizational culture in FAMA, distributive justice did influence organizational culture more.

DISCUSSION AND CONCLUSION

The findings, gathered from the study, provided the overall conclusions of the study based on the research objectives and research questions. It can be concluded that job satisfaction is one of the factors which influence organizational culture. However, where it was not supported by hypotheses, job satisfaction can not influence organizational culture. According to Goldston (2007), organizational culture is the single most important factor towards succession of an organization. In addition, in every secret success of an organization, there is organizational culture affecting it. A culture could bring a positive and negative way of affecting work style. To enhance the organizational culture in FAMA, two factors, which influence organizational culture in FAMA should be enhanced, that is, distributive justice and job satisfaction. To enhance organizational culture in an organization, the organization should support the employees to take part in discussion during meetings. This could enhance the

value of self responsibility among FAMA staff. Indirectly, all staff could update any essential information, which may lead to organization success (Azizi et al., 2009). Furthermore, the supervisors should delegate responsibility unbiasedly, as this could create trust among workers and supervisors.

The employees also have the rights to have a say in any decision that may affect their work. This indirectly will bring satisfaction and generate harmony in the workplace suitable with a better industrial relation condition. Next, the company could compensate their workers, as the workers did a tremendous job throughout the year, and this may be a reward for them as they deserve it. Moreover, if any changes occur in the organization, the reason must be clearly made, and this will help prevent workers from feeling dissatisfied or facing conflict. To have a positive organizational culture, discrimination from a superior or anybody in the organization is restricted in order to maintain the professional culture that existed in the organization. Discrimination will make another party feel threatened or dissatisfied with it. This could help the first step of the superior by not being biased to anybody in the office, and thus justice will be promoted in the office even more (Azizi et al., 2010), that is, by doing counseling with the workers who had the problem or felt discriminated.

As for the workers, all the decisions made must be according to its objectivity and not influenced by others. Sometimes, influence by other members within the organization may be caused by negative objectivity. The organization could also be paying the employees rightfully to satisfy those who could influence the employees to contribute more towards the organization. The organization should also value their staff for what they have done for the organization. This is because, being valued by the organization will influence the contribution of the workers towards the organization. Next, the management should restrict bullying at the workplace as this could de-motivate the workers to do excellent works, but they should be more tolerable with their employees.

The organization should also add more workers in order to reduce the over capacity of the employees' workload, at the same time providing a safe work environment. Simultaneously, the organization should stimulate a positive working relationship between the staff and management levels of the organization. Injustice in organizations threatens serious consequences for individuals and firm alike. Still, current theories of distributive justice inadequately describe the justice phenomenon across levels of theories. In addition, several researchers argued that definition of justice might be culture-specific.

Conclusion

It can be concluded that job content is not one of the

factors, which influences organizational culture, being that it is not supported by the hypotheses, which stipulate that job content cannot influence organizational culture. Conversely, distributive justice is one of the factors, which influences organizational culture, being that it is supported by the hypotheses, which stipulate that distributive justice can influence organizational culture.

REFERENCES

Azizi Y, Jamaludin R, Yusof B (2009). National Unit Trust Berhad (NUTB) Promotional Strategies for Bumiputra in Malaysia. American Journal of Scientific Research ISSN: 1450-223X EuroJournals Publishing, 5: 33-49.

Azizi Y, Noordin Y, Saini J (2010). The Effect of Various Modes of Occupational Stress, Job Satisfaction, Intention to Leave and Absentism Companies Commission of Malaysia. 2010 ISSN 1991-8178, INSInet Publication. Austr. J. Basic Appl. Sci., 4(7): 1676-1684.

Brown A (1995). Organisational Culture (2nd edition), Financial times; Pitman Publishing

Cordas J (2008). An empirical investigation of the influence of age, gender, and occupational level on stress perceptions, job satisfaction, organizational commitment, and turnover. Proquest J., pp. 421-431.

Fazilah MH (2005). The issues of corporate culture in the organization management, Proceeding National Seminar on Human Development.

Goldston (2007). The relationship between traits of organizational culture and job satisfaction within the healthcare setting. Proquest J., pp. 121-133.

Haigh MM (2006). Organizational Culture, Identity, Commitment, and Citizenship Behaviors: Antecedents, Change Over Time, Interrelationships, And Potential of Inoculation To Bolster Identity, Commitment, And Citizenship Behavior. Proquest J., pp 111-120.

Hellriegel R (2009). Organizational Behaviors (11th Edition). Thomson Southern-Western.

Robinson M (2005). Tenure of managers in the private club industry: An analysis of demographic, job content and organizational contributing factors.

Sammons GL (1997). A comparison of factors affecting job satisfaction of nurses in Oklahoma public hospitals with hospitals' recruitment and retention priorities, Proquest J., pp. 143-147.

Woycheshin DE (2008). Testing the dimensionality of organizational citizenship behaviors and conceptual performance using self-, peer, and supervisor ratings. Proquest J., pp 227-235.

Zagorski DA (2004). Balancing the scales: role of justice and organizational culture in employees search for work-life equilibrium. Proquest J., pp.314-327.