

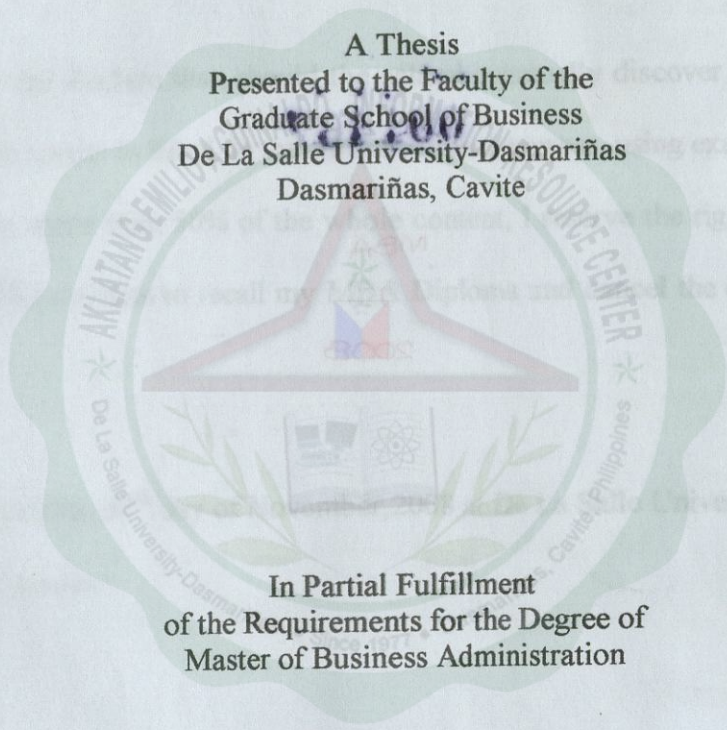


De La Salle University – Dasmariñas

GRADUATE PROGRAM

ORGANIZATIONAL CULTURE AND EMPLOYEES' JOB SATISFACTION IN
SELECTED GOLF CLUBS IN CAVITE

A Thesis
Presented to the Faculty of the
Graduate School of Business
De La Salle University-Dasmariñas
Dasmariñas, Cavite



In Partial Fulfillment
of the Requirements for the Degree of
Master of Business Administration

MICHELLE F. ROMILLA

May, 2008

NOV 22 2008



ABSTRACT

Organizational Culture and Employees' Job Satisfaction In
Selected Golf Clubs In Cavite

Organizations certainly are today more interesting. They have become the fascinating topics to study. And also the core components of each organization are tempting in the sense that how its components make alive the organization and relate to the human resources since these people have to live with the organization. Perhaps we are only now beginning truly to understand organization and to make it both effective and efficient. This study was an attempt to determine the relationship of organizational culture characteristics of selected golf clubs in Cavite and job satisfaction of their employees.

The hypothesis raised in the study was tested at .05 level of significance that there is no significant relationship between each characteristic and job satisfaction.

The statistical methods used were descriptive and correlation meant to determine the relationship of organizational culture characteristics and job satisfaction.

A total of one hundred five employees were surveyed from selected golf clubs in Cavite. Purposive sampling method was used, using the following criteria: regular/permanent employees who have been 3 years in service or more in the organization, managerial and supervisory level, and rank and file employees.



The researcher obtained the data through the instruments utilized namely from the Organizational Culture Characteristics Questionnaire (OCCQ) by Rustica Badillo (1997) and from the Job Satisfaction Survey (JSS) authored by Paul Spector (1994).

The demographic profile summary, level of organizational culture, and level of job satisfaction were described through the use of frequency, mean, percentage and ranking.

Also, chi-square was used to test the relationship of organizational culture characteristics and job satisfaction.

The four (4) golf clubs have commendable organizational culture. Employees perceived their golf clubs as high level in terms of innovation and risk-taking, attention to detail, outcome orientation and people orientation. Otherwise, employees perceived moderately their golf clubs in terms of team orientation, aggressiveness and stability.

The respondents reported a moderately level of job satisfaction. Only three characteristics of the organizational culture is found significantly related with job satisfaction. These characteristics are innovation and risk taking, attention to details, and outcome orientation. On the other hand, people as well as team orientation, aggressiveness and stability were found not related with job satisfaction.



REVIEW OF RELATED LITERATURE	11
TABLE OF CONTENTS	Page
CONCEPTUAL/OPERATIONAL FRAMEWORK	22
TITLE PAGE	i
DEED OF DECLARATION.....	ii
APPROVAL SHEET	iii
BIOGRAPHICAL SKETCH	iv
ACKNOWLEDGMENT.....	v
ABSTRACT.....	vii
TABLE OF CONTENTS.....	ix
LIST OF TABLES.....	xi
LIST OF FIGURES.....	xii
LIST OF APPENDIXES.....	xiii
INTRODUCTION	18
Background of the Study	1
Statement of the Problem	4
Objectives of the Study.....	6
Hypothesis of the Study.....	6
Significance of the Study.....	7
Scope and Delimitations of the Study.....	8
Definition of Terms	8



De La Salle University – Dasmariñas

GRADUATE PROGRAM

REVIEW OF RELATED LITERATURE.....	11
CONCEPTUAL/OPERATIONAL FRAMEWORK.....	22
METHODOLOGY	
Research Design.....	25
Sources of Data.....	25
Time and Place of Study.....	26
Method of Data Collection.....	27
Methods of Analysis.....	30
RESULTS AND DISCUSSION.....	31
SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS...	46
BIBLIOGRAPHY.....	54
APPENDIXES.....	58



List of Tables

Table	List of Figures	Page
1	Demographic Profile of Respondents	32
2	Cultural Values of the Golf Club	34
3	Job Satisfaction Level of Employees	40
4	Relationship of Cultural Values and Job Satisfaction	43





LIST OF APPENDICES

APPENDIX	List of Figures	Page
Figure		Page
A	Letter of Permission to Conduct Study	59
1	Conceptual/Operational Framework.....	23
B	Letter of Permission to Use OCCQ to Ms. Rustica Badillo	60
2	Distribution of Respondents.....	27
C	Letter of Request to Paul Spector to use JSS.....	61
D	Paul Spector Response for Use of JSS.....	62
E	Demographic Profile Form	64
F	Organization Information Questionnaire (OCCQ).....	65
G	Job Satisfaction Survey (JSS).....	69
H	Respondents OCCQ Scores according to Characteristics.....	72
I	Respondent Rate on the Cultural Values.....	75
J	Respondent Rate on the Cultural Values according to Gender.....	79
K	Respondent JSS Scores.....	91
L	SPSS Computations.....	95
M	Editors Certificate	112
N	Curriculum Vitae.....	113



LIST OF APPENDIXES

APPENDIX		Page
A	Letter of Permission to Conduct Study.....	59
B	Letter of Permission to Use OCCQ to Ms. Rustica Badillo.....	60
C	Letter of Request to Paul Spector to use JSS.....	61
D	Paul Spector Response for Use of JSS.....	62
E	Demographic Profile Form	64
F	Organizational Culture Characteristics Questionnaire (OCCQ)..	65
G	Job Satisfaction Survey (JSS).....	69
H	Respondents OCCQ Scores according to Characteristics.....	72
I	Respondents Rate on the Cultural Values	75
J	Respondents Rate on the Cultural Values According to Golf Clubs.....	79
K	Respondents JSS Scores.....	91
L	SPSS Computations.....	92
M	Editors Certificate	112
N	Curriculum Vitae.....	113