

**RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE,  
LEADERSHIP STYLE AND JOB SATISFACTION IN A NIGERIAN  
MANUFACTURING ORGANIZATION**

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**Abstract**

This study investigated the relationship between organizational culture, leadership style and job satisfaction in a Nigerian private manufacturing organization. The study population consisted of employees of International Brewery Plc, Ilesha and the study sample consisted of 80% of the workforce at the Brewery comprising 150 respondents in ratio 5:9:1 of the junior staff cadre, senior staff cadre and management cadre respectively. Three standardized psychological instruments namely: Organizational Culture Scale, Supervisory Behaviour Description Questionnaire and Minnesota Satisfaction Questionnaire were used to collect data from the respondents.

The results showed that the level of employees' job satisfaction in the brewery was high as there were more satisfied employees at the brewery than dissatisfied ones. The dominant culture was competitive, and the prevailing leadership style was democratic. Results showed no significant relationship between organizational culture and job satisfaction ( $R^2 = .006$ ;  $p > .05$ ). It also found no significant relationship between leadership style and job satisfaction ( $R^2 = .012$ ;  $p > .05$ .)

The study concluded that organizational culture and leadership style had no influence on job satisfaction.

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## **Introduction**

In recent years, the incident of being overworked and burnt is common in Nigerian private organizations (Adeniji & Akintayo, 2009; Akintayo & Babalola, 2008). This may not be unconnected to the culture of these organizations which among other things are competition and result-driven. This is evident in many Nigerian private organizations compared to the government establishment where laxity is the order of the day (Adeniji & Akintayo, 2009). In essence, the primary motive of most Nigerian entrepreneur is 'profit' which invariably emphasizes that all employees must work to their optimum levels. Nigerian breweries are not different as the competition for market and profit is even sterner than in other private organizations. In fact, International Brewery Ilesha almost faded out of the market within the last few years but for its ruggedness. This potents serious implication for employees' job satisfaction in any organizations that pursues work excellence.

Job satisfaction is the degree of happiness which people experience with the totality and various aspects of their work (Ajila & Adegoke, 1998). It is a pleasurable emotional state resulting from the appraisal of one's job or experiences. Satisfaction has to do with an individual's perception and evaluation of his job, and this perception is influenced by the person's unique circumstances like needs, values and expectations, and that people will therefore evaluate their jobs on the basis of factors which they regard as being important to them.

Johns (1996) did make a distinction between facet and overall satisfaction. The facet satisfaction is the tendency for an employee to be more satisfied with various aspects of the job. The facet satisfaction is often obvious when we hear someone say something like "I love my work but I hate my boss" or "this work pays lousy but the people I work with are great." Both of these statements represent different attitudes toward separate facet of the speaker's job. The other aspect which is the overall satisfaction can be conceived as an overall, summary, indicator of a person's attitude towards his or her job that cuts across the various facets. In a sense, overall satisfaction is an average or total of the attitudes individuals hold toward various facets of the job.

One reason for the interest in job satisfaction is its potential consequences not just for the workers but for coworkers, managers, groups, teams and the organization as a whole. The potential consequences of job satisfaction includes enhanced performance, reduced absenteeism, reduced turnover rates, enhanced

organizational citizenship behaviour, reduced labour militancy, worker well-being and customer satisfaction. Also, there is a humanitarian explanation which simply asserts that employees deserve to be treated with respect and have both their physical and psychological well-being fully maximized. A satisfied employee tends to go above and beyond the basic requirement of his/her job by engaging in what is called citizenship behavior but on the other hand, a dissatisfied worker looks for opportunity to loaf. Adetoyeje (2001) also posits that employee dissatisfaction could contribute to the relocation of professionals from one organization or country to another.

Employees' job satisfaction does not exist in isolation, as it is dependent on personal variables and organizational variables. The personal variables influencing employees' level of job satisfaction include personality types, values, marital satisfaction, life satisfaction in general, health status, sense of personal accomplishment on the job, and work-family balance among others. The organizational variables determining job satisfaction may include organizational structure, size, pay and benefit, perceived fairness of the promotion system of the organization, quality of the working conditions, social relationship in the workplace and the job itself. The 'job itself' may include variety of tasks involved, the challenge the job creates and the clarity of job requirements. Other influences may include employee involvement, empowerment, autonomous work groups, management/leadership style and organizational culture. Yet other factors considered as correlates of job satisfaction include genetic factors, gender, age, social class, education, life satisfaction. On the question of genetic basis for job satisfaction, it is suggested that people's disposition towards life and subsequently toward work, be it positive or negative, is created and sustained by our genetic inheritance (Mckenna, 2006).

Organizational culture refers to the collection of traditions, values, norms, policies, and beliefs that constitutes a pervasive context for everything people do and think in an organization. It also refers to as the set of shared, taken-for-granted implicit assumptions that a group holds and that determines how it perceives, thinks about, and reacts to its various environments (Schein, 1992). It reflects the underlying assumption about the way the work is performed, about what is acceptable and not acceptable, and what behavior and actions are encouraged and discouraged cum the dos and don'ts in an organization. It encapsulates the reason for an organization being in existence including its long term aims and

objectives. Thus, its indices within organizations include its products, technology, architectural design, language/communication style, dress code, mission and vision. Organizational culture has a central role to play in the life of any organization as its analysis aids in the understanding of what goes on inside and outside of the organization, especially as it relates to the interactions within the organization and to its external stakeholders. This also implies that members in an organization develop a collective identity which helps them to work together and helps them in the course of adaptation to external environment.

Distinction is often made between dominant cultures and subcultures, strong culture and weak culture (Schein, 1992.) The dominant culture represents the organization's core values. This has been interpreted to mean organizational distinctive "personality", while subcultures are found in departments, divisions, and geographical areas, and represent the common experience of employees who reside in those areas. In an instance of large corporate organization, the dominant culture resides in the corporate/head office. The subcultures of various departments and geographical units must complement the dominant culture at the corporate office. Within a university system for example, the objectives of each department (teaching and non-teaching) and faculties must complement the overall objectives of the university as a whole. In addition also are strong and weak organizational cultures. There is a strong organizational culture when the corporate culture has a significant influence on the behaviour of employees due to high intensity of attachment to the culture. When the opposite is the case, we talk of weak organizational culture. For example, dress code can be described as strong culture within the banking system which all employees must comply strictly with, compare to the university system where employees are free to suit themselves when it comes to the issue of dressing.

Various dimensions of organizational culture abound in the literature and as such there is no uniform classification. Hofstede (1991) is described as one of the foremost researcher in the area of organizational culture. He described four dimensions of national culture and how they influence various aspect of national and organizational life. These include power distance, individualism versus collectivism, masculinity versus femininity, and uncertainty avoidance. He gave an expository illustration of how each of these dimensions affects aspects of organizational processes like

organizational structure, job satisfaction, motivation and organizational leadership. The analysis of these dimension within organization set-up by Hofstede led to the six dimensions of organizational culture which include process oriented versus result oriented, employee oriented versus job oriented, parochial versus professional oriented, loose control versus tight control, open system versus closed system, and normative system versus pragmatic system.

Each of the classifications of organizational culture has a significant effect on how employees view their organizational responsibilities, their job satisfaction and organizational commitment. In addition organizational culture impacts on employee's morale, commitment, productivity, physical health, and emotional well-being. As a combination of attitudes, beliefs, values and norms of an organization, organizational culture largely defines how people behave in terms of their willingness to accept risk, comply with the chain of command, delegate authority, act independently and take personal responsibility for organizational performance. It is believed that employees that identify with the values, norms and beliefs of their organization will be better fitted-in and be more satisfied than those employees that do not agree and conform to the organizational culture.

Leadership is a relationship concept. It is a social influence process in which the leader seeks the voluntary participation of subordinates in an effort to reach organizational goals. Leadership style is the pattern of behaviours engaged in by the leader when dealing with employees. Various leadership patterns have different implications for employees' satisfaction and performance. Leaders face the challenge of creating long term vision and direction for the organization, and create processes and decisions that lead to the required organizational change and effectiveness. Organizational culture and leadership are two inseparable constructs as the owners of organizations, through their values and beliefs determine the culture of the organization and deliver same to the leadership which is passed on to new entrants through the process of socialization. Both organizational culture and leadership interact to influence various organizational decisions and processes as well as employee work attitudes like job satisfaction and performance.

### **Statement of Hypotheses**

1. There is a significant relationship between organizational culture and job satisfaction.

2. There is a significant relationship between leadership style and job satisfaction.
3. Leadership style and organizational culture will independently and jointly predict job satisfaction.

### **Methods**

The study employed a correlational research design. This is due to the nature of the research as it sought to find out relationship that may exist among the dependent variable (job satisfaction) and the independent variables (organizational culture and leadership style). Also the data for the study were collected simultaneously and as such no variable(s) were manipulated. Data were gathered through questionnaire survey.

### **Population and Sample**

The study population consists of employees of International Brewery Plc, Ilesha. This organization has been purposively selected because of its ruggedness in surviving the crises it just went through and how it has emerged with flourishing performance in the brewing sector. The study sample consisted of 80% of entire workforce of the Brewery. Selection cut across junior, senior, and management cadres. This translates to 150 respondents that were selected on ratio 5:9:1 in a stratified manner. That is, 50 respondents were selected from the junior staff cadre, 90 respondents from the senior staff cadre and 10 respondents from the management cadre.

### **Research Instrument**

A paper and pencil questionnaire was used to gather data from the respondents. This was made up of the biodata and three standardized psychological instruments. The three standardized psychological instruments are Organizational Culture Scale (OCS), Supervisor Behaviour Description Questionnaire (SBDQ), and Minnesota Satisfaction Questionnaire (MSQ).

#### The Biodata.

Items in part one measure respondents' biographical data. Sample questions in part one include age, sex, respondent's position in the organization, years in service, department/unit, educational qualifications and so on.

#### Organizational Culture Scale

The organizational culture Scale in part 2 was developed by Desphande, Farley and Webster (1993.) It is 16-item scale with responses to each item measured on a 5-point Likert scale ranging

from (1) strongly disagree to (5) strongly agree. There are four classifications of organizational culture that can be determined by this measure. These are community culture, innovative culture, competitive culture and bureaucratic culture. All the organizational culture items are scored directly. Items 1, 5, 9, and 13 measures community culture; items 2, 6, 10, and 14 measures innovative culture; items 3, 7, 11, and 15 measures bureaucratic culture while items 4, 8, 12, and 16 measures competitive culture. Higher scores determine the prevailing culture while the individual total score is determined by adding the scores on all the items together.

Desphande Farley and Webster (1993) reported a range of Cronbach's alpha values on the four factors of the 16-item questionnaire ranging from .42 to .82 in their sample population from 50 different firms. Meanwhile in this present study, a Cronbach's alpha of .40 to .66 was obtained on the four factors of organizational culture scale. Also, by correlating organizational culture scale with perceived organizational climate scale developed by Brown & Leigh's (1996), a convergent validity of .58 was obtained indicating a moderate validity for the instrument.

#### The Supervisory Behaviour Description Questionnaire (SBDQ)

The Supervisory Behaviour Description Questionnaire developed by Fleishman (1953) was employed to measure Leadership style in part three. It is a 48-item scale with responses to each item measure on a 5-point Likert scale ranging from (1) = never, 2 = seldom, 3 = occasionally, 4 = often, and 5 = always. The Supervisory Behaviour Description Questionnaire measures two leadership styles in work organizations. These are Democratic/Consideration/Person or Employee-centered, and Autocratic/initiating structure/task or work centered.

Supervisory Behaviour Description Questionnaire has both direct and reverse scoring items. Direct score items are 1, 2, 3, 4, 6, 8, 10, 14, 19, 20, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 36, 37, 38, 39, 40, 41, 43, 44, 45, 46, 47, 48. Reverse score items are 5, 7, 9, 11, 12, 13, 15, 16, 17, 18, 21, 35, 42. Items 1 to 28 measure democratic/consideration style while items 29 to 48 measure autocratic/initiating style. The result of both direct and reverse score items are added together to give the total score for each of the scale. The norms reported by Ejimofor (1987) for democratic style is 121.98, and 43.99 for autocratic style.

Fleishman (1953) reported Spearman Brown's reliability coefficient of .98 with test-retest reliability coefficient of .87 for democratic leadership and Spearman Brown's reliability coefficient of

.78 with test-retest reliability coefficient of .75 for autocratic leadership style. Concurrent validity coefficient of .142 for democratic style and .336 for autocratic style were obtained by Ejimofor (1987).

#### Minnesota Satisfaction Questionnaire.

Items in part four ask respondents to indicate their level of satisfaction with their job using Minnesota Satisfaction Questionnaire. This scale is structured with responses to each item measure on a 5-point Likert scale ranging from (1) very dissatisfied, to (5) very satisfied. The 20-item inventory is the short version of the 100 item inventory earlier developed by Weiss, Powis, England and Lotquist (1967). It is designed to assess job satisfaction which is a fulfillment a worker derives from his/her input in the job environment and satisfaction which the job environment provides the worker. All the items on Minnesota Satisfaction Questionnaire are scored directly and the sum is obtained to get the total score. Mogaji (1997) reported a norm of 65.13 for Minnesota Satisfaction Questionnaire.

Weiss et al (1967) reported a one-week interval test-retest reliability coefficient of .89, a one year interval coefficient of .70 for the American samples. The 72 day interval test-retest reliability coefficient provided for the Nigerian samples are .69 (intrinsic satisfaction), .82 (extrinsic satisfaction, and .94 (general satisfaction). By correlating the general satisfaction scale of MSQ with the overall score on job description, it is reported that MSQ has a concurrent validity obtained by Mogaji (1997) for the Nigerian samples = .50

#### **Data Analyses**

Responses to the questionnaires were coded and entered into the SPSS (version 17), which was used for all the analyses. The data generated from the respondents through the questionnaire were compiled into contingency table based on the main variables being examined. These were analyzed using appropriate descriptive and inferential statistics. The descriptive statistics used were mean, standard deviation, frequencies and percentages. Multiple regression was used in testing the stated hypotheses at .05 levels of significance.

#### **Results**

##### **Employees' level of Job Satisfaction in the Brewery**

Job satisfaction was measured in this study as a variable with single



numerical score. Meanwhile for the purpose of fulfilling one of the objectives of the study, employees were categorized into two levels: satisfied and dissatisfied. Mogaji (1997) reported a norm of 65.13 for the Nigerian sample and the respondents were categorized based on this norm. Employees that fell below 65.13 were categorized as dissatisfied while those of scores 65.13 and above were categorized as satisfied. The table that follows presents the descriptive analysis of satisfied and dissatisfied workers

**Table 4.1: Description of the level of employees' satisfaction in the Brewery**

		Frequency	Percent	Mean	SD
Valid	Dissatisfied	13	8.7	44.92	18.78
	Satisfied	137	91.3	76.58	5.33
	Total	150	100.0	73.83	11.59

From the table above, there are more satisfied workers (137 = 91.3%) than dissatisfied workers (13 = 8.7%). This has clearly shown that the level of employees' job satisfaction in the International Brewery Ilesha is quite high. Also, by comparing the means of the two levels from the same table, it will be observed that satisfied worker has the higher mean (76.58) than dissatisfied workers (44.92).

**Patterns of Organizational culture in the Brewery**

Four major types of organizational culture were examined in the International Brewery and the table 4.2 below is used to examine whether difference exist in the perceptions of patterns of organizational culture.

**Table 4.2: Patterns of organizational culture in the Brewery**

Variables	Mean	N	SD
Community	14.29	150	2.25
Innovative	15.12	150	1.64
Bureaucratic	15.8	150	1.55
Competitive	16.38	150	1.60

From the table, it will be observed that competitive culture had the highest rate with mean of 16.38, bureaucratic with mean of 15.8, innovative with mean of 15.12, and community with mean of 14.29.

### **Patterns of Leadership Style in the Brewery**

Also, two categories of leadership style were examined in the brewery and the perception of the employees as regard the two styles were rated by comparing their means to each other. Considering the fact that there were more democratic items than autocratic items on the research instrument, the final score used in the table below were converted into standardized scores (z scores) in order to control for the extremities in the two scores. The difference is compared in the table below;

**Table 4.3: Patterns of leadership style in the Brewery**

Variables	Mean	N	SD
Democratic	98.64	150	16.46
Autocratic	67.40	150	6.77

There is difference in perception of leadership among the employees of International Brewery Plc, Ilesha. The employees perceived the leadership as more democratic (mean = 98.64) than autocratic (mean = 67.40)

### **Hypotheses Testing**

The following section presents the inferential analyses of the stated hypotheses. Three hypotheses were slated for testing. The analyses of the results are presented as follows;

*Hypothesis One: There will be significant relationship between organizational culture and job satisfaction*

Hypothesis one states that there will be a significant relationship between organizational culture and job satisfaction. This hypothesis was tested using multiple regression. The result is presented in table 4.4 below.

**Table 4.4: Summary of the Multiple Regression Analysis of the relationship between organizational culture and job satisfaction**

MULTIPLE R	.079				
R <sup>2</sup>	.006				
ADJUSTED R <sup>2</sup>	-.021				
STANDARD ERROR	11.707				
F	.226				
Variables	B	SE	Beta	t	P
Constant	63.499	12.754		4.97	.000
Community	-.125	.591	-.024	-.212	.832
Innovative	.480	.758	.068	.634	.527
Bureaucratic	-.036	.815	-.005	-.044	.965
Competitive	.331	.650	.046	.510	.611

\* p>0.05

The result in table shows that hypothesis one was not supported. It is shown from the table that the four types of organizational culture (Community, innovative, bureaucratic and competitive) did not have any joint prediction on job satisfaction ( $R^2 = .006$ ;  $F(4,145) = .226$ ;  $P > .05$ ). The breakdown of the assessment showed that the four types of organizational culture had joint influence of 0.6% on job satisfaction. Individually, clan culture had no significant influence on job satisfaction ( $\beta = -.024$ ;  $t = -.212$ ;  $P > .05$ ). Adhocracy culture itself had no significant influence on job satisfaction ( $\beta = .068$ ;  $t = .634$ ;  $P > .05$ ). Also, hierarchical culture also had no significant influence on job satisfaction ( $\beta = -.055$ ,  $t = -.044$ ;  $P > .05$ ). Lastly, market culture had no significant influence on job satisfaction ( $\beta = .046$ ;  $t = .510$ ;  $P > .05$ ).

*Hypothesis Two: There will be a significant relationship between leadership style and job satisfaction.*

Hypothesis two states there will be a significant relationship between leadership style and job satisfaction. This second hypothesis is also tested using multiple regression. The result is shown as presented in table 4.5 below.

**Table 4.5: Summary of the Multiple Regression Analysis of the relationship between leadership style and job satisfaction**

MULTIPLE R	.111				
R <sup>2</sup>	.012				
ADJUSTED R <sup>2</sup>	-.001				
STANDARD ERROR	11.591				
F	.919				
Variables	B	SE	Beta	t	P
Constant	64.914	12.796		5.073	.000
Democratic	2.080	.060	.113	1.330	.186
Autocratic	.016	.146	.009	.107	.915

\* p>0.05

It can also be observed from the above table that the two types of leadership styles (democratic and autocratic) does not have any joint effect on job satisfaction ( $R^2 = .012$ ;  $F(4, 145) = .919$ ;  $P > .05$ ). The shows a joint percentage influence of 1.2% of leadership style on job satisfaction. A detailed assessment of the result also shows that neither democratic ( $\beta = .113$ ;  $t = 1.330$ ;  $P > .05$ ) nor autocratic leadership styles ( $\beta = .009$ ;  $t = .107$ ;  $P > .05$ ) had any independent influence on job satisfaction.

*Hypothesis Three: organizational culture and leadership will independently and jointly predict job satisfaction.*

The third hypothesis states that organizational culture and leadership style will independently and jointly predict job satisfaction. In order to test this hypothesis, the composite scores for organization culture and leadership style were computed and this was subjected to test using multiple regression. The result is presented in table below.

**Table 4.6: Summary of the Multiple Regression Analysis of the relationship between organizational culture, leadership style and job satisfaction**

MULTIPLE R	.090				
R <sup>2</sup>	.008				
ADJUSTED R <sup>2</sup>	-.005				
STANDARD ERROR	11.62				
F	.60*				
Variables	B	SE	Beta	t	P
Constant	73.83	.948		77.85	.000
Organizational culture	.204	.327	.051	.624	.533
Leadership style	.674	.789	.070	.854	.395

\*  $p > 0.05$

In response to hypothesis four that seeks to find out whether organizational culture and leadership style will independently and jointly predict job satisfaction, the analysis presented in the table above shows that organizational culture and leadership did not show any joint prediction on job satisfaction ( $R^2 = .008$ ;  $F(4, 145) = .60$ ;  $P > .05$ ). Considering

the individual effect of organizational culture and leadership style on job satisfaction, neither organizational culture ( $\beta = -.051$ ,  $t = -.624$ ;  $P > .05$ ), nor leadership style ( $\beta = -.070$ ,  $t = -.854$ ;  $P > .05$ ) predict job satisfaction. This showed that both organizational culture and leadership style did not have any joint effect on job satisfaction.

### **Discussion of Findings**

The first hypothesis which predicts relationship between organizational culture and job satisfaction was not accepted. This outcome is in consonance with the findings of Coetzee (1999) who found no significant statistical relationship between organizational culture and job satisfaction. The result corroborates the finding of Bellou (2010) who found in her study that certain cultural traits serves as job satisfaction amplifiers and other cultural traits as factors that confine job satisfaction. Kline & Boyd (1994) in their study also found out that employees at different levels of the organization are affected by different work factors, and that different aspect of the work environment be looked into when addressing the issues of job satisfaction. On plausible for this outcome can be described in terms of the present Nigerian factor, an average Nigerian gives most preference to what enters their pocket at the moment and every other thing are unnecessary. This is supported by the findings of Gray et al (2003) whose result indicate that where emphasis on 'reward' were perceived as dominant cultural characteristics, there was a strong correlation with job satisfaction and that a weak relationship exists between performance orientation and job satisfaction. Kirby in Adigun (2001) emphasized that employees in economically poor nations place more value on extrinsic job rewards (Such as fringe benefits, pay) than on intrinsic job rewards (such as challenging work and competitiveness).

The result of the second hypothesis generated a seemingly counter-intuitive finding as there was no support found for the second hypothesis which sought for the relationship between leadership style and job satisfaction. This result is consistent with the result of Madock (2008) who sought for the link between leadership style and employee satisfaction and indicated that task and relational leadership style were not found to be significant predictors of employee job satisfaction. This result however partially support the

findings of Chen et al (2005) whose result indicate that three types of leadership styles explained only 21.2% variance in employees' job satisfaction. This however contradicts the result of Packard & Kauppi (1999) who found that different leadership styles contribute to different levels of job satisfaction among employees and that subordinates tended to experience higher level of job satisfaction with leaders who exhibited high levels of consideration and supportive behaviour. One probable reason for this outcome can be explained that other factor not measured in this study is responsible for the employees' job satisfaction.

The result of the third hypothesis is also counter-intuitive as organizational culture and leadership style did not show any joint prediction on job satisfaction. This result is consistent with the outcome of Wallace & Weese (1995) whose study on the relationship between leadership, organizational culture and job satisfaction did not yield any joint prediction on employees' job satisfaction. According to Wallace & Weese (1995), an explanation for this kind of non-support might rest with the type of employees in the organization. They further noted that there are usually, uniformly high levels of employee's satisfaction in many organizations regardless of leadership style and organizational culture. Another possible explanation is the fact that employees in Nigeria remain satisfied wherever they are regardless of the condition they found themselves because there is no better option out there, millions are unemployed.

### **Conclusion and Implication of Findings**

Conclusively, this study made attempt to show the nature of relationship between organizational culture, leadership style and job satisfaction in a Nigerian private manufacturing organization. Interestingly, the study could not establish any link between bureaucratic, innovative, competitive and community cultures; democratic and autocratic leadership styles; and job satisfaction. Meanwhile it had established that employees' job satisfaction in the organization is high and that significant differences exist in the perception of organizational culture and leadership styles. Specifically, the employees perceive the organization as more competitive which is characteristic of Nigerian private organization. Bureaucratic culture receives the second rating, innovative the third and community culture the least

rating. This shows that there is low emphasis on interpersonal relationship in the organization. This outcome is not surprising as it depicts correctly the nature of Nigerian private organizations.

In the same vein, significant difference existed in the perception of leadership style in the organization as the employees perceive the organization leadership as more democratic than autocratic.

The outcome of this study has a number of implications as it has established the nature of relationship between organizational culture, leadership style and job satisfaction. The study has implications for management and owners of organizations as it provided them with the opportunities of understanding better, those factors that enhances employee job satisfaction in private organizations.

The study had shown that employee job satisfaction is an essential factor in organization whose need cannot be compromised. Whereas it is frequently assumed that organizational culture and leadership style are directly linked to job satisfaction, this study has also revealed that employees can remain satisfied irrespective of the situations that surround the organization

The analyses of the perception of organizational culture and leadership style have implication for generating competitive advantage. Instead of high emphasis on competition and bureaucracy, organizations can also explore the areas of innovation and interpersonal relationship within the organization and with its external stakeholders.

Among other implications of the current study is that it is primarily a correlational study. This limitation only allows relationship to be established between variables and do not offers the option of causality. Also, only one organization was used in the study which limited the number of samples. This invariably will affect the generalization of its findings. Finally, the results of this study are limited and constrained by the measures adopted to gauge organizational culture, leadership style and job satisfaction. While the measures used were reliable and valid and their selection was defensible, additional insights can be gained into the relationship by adopting measures of culture and leadership style which reflect Nigerian perspectives.

### **Recommendations**

Proper understanding of the factors that enhance employees' job satisfaction will go a long way in explaining many of workers' attitudes in the organization. Although the analyses of the results did not suggest any relationship between organizational culture, leadership style and job satisfaction; greater insight can be gained into employees' job satisfaction by exploring other factors that could enhance employees' job satisfaction. Organizations, just as people are different in terms of what satisfy or dissatisfy them. Management should diagnose their employees and identify those factors that enhance their satisfaction, and reinforce them. Furthermore, management of the organizations may also need to analyze and review the culture of the organization to that which will not only increase the profit margin, but also have direct positive impact on the life of the workers.

To ensure this, management could create a management-union forum where the workers through their union can voice out their demand to the management and also iron out their differences. The human resource department should be placed in a proper positioning to meet the requisite need of the workers. Participatory leadership style should be further entrenched in organization but such as it will meaningful and impactful on the organizational vision, mission, and objectives. Finally, ensuring people-oriented culture could also create a competitive advantage for organizations as more of our firms nowadays seem to be dominated by bureaucracy.



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