



**AN EXAMINATION OF THE ANTECEDENTS AND CONSEQUENCES OF
EMPLOYEE JOB SATISFACTION AMONG MALAWIAN HEALTH
WORKERS**

MASTERS IN PUBLIC ADMINISTRATION AND MANAGEMENT-THESIS

BY

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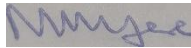
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DECLARATION

I, the undersigned, hereby declare that this thesis is my original work and effort and has never been submitted to any other institution of higher learning for similar purposes. Furthermore, I declare that any information or references from other sources that have been used in this dissertation have been fully acknowledged.

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CERTIFICATE OF APPROVAL

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DEDICATION

This dissertation is being written in honor of my late dear father, Mr. Love James Jere. I started this academic journey with the sole purpose of making you proud. I pictured in my mind how happy you were going to be when I tell you that I have passed and you have to come to my graduation. The stories you were going to create from this and tell everyone in the village. This one is for you my guardian angel. Thank you for everything. I miss you.

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I won't remember you died I will remember you lived, Angels in human form. Your son and brother is grateful for everything you did.

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ABSTRACT

While organizations in Malawi and the world over continue to use organizational culture as a tool to achieve workers job satisfaction, there hardly been any studies to confirm its effectiveness in the context of Malawi health sector. However, there has been unequivocal evidence from international studies confirming the impact of organizational culture on job satisfaction and the resultant effects on turnover intentions. Using the Competing Value Framework Model of organizational Culture, the study investigated the impact of the four organizational culture types (Clan, Adhocracy, Market and Hierarchy) on job satisfaction as well as the consequences of job satisfaction on turnover intentions. The study used a cross-section survey method. A total of 460 health workers across Malawi, between the ages of 18 and 56 participated in the study. To test all the five hypotheses that were proposed in the study, Linear regression analysis of Statistical Package for the Social Sciences was utilized. The results show that Clan Culture has a significant positive impact on job satisfaction ($\beta=.619$, $p=.000$). The results also indicate that Adhocracy Culture has a significant positive impact on job satisfaction ($\beta=.626$, $p=.000$). The results further show that Market Culture has a significant positive impact on job satisfaction ($\beta=.626$, $p=.000$). the results also indicate that Hierarchy Culture has a significant positive impact on job satisfaction ($\beta=.432$, $p=.000$). and finally, results indicate that job satisfaction has a significant negative impact on turnover intentions ($\beta= -1.127$, $p=.000$). The findings imply that Adhocracy Culture ($\beta=.626$, $p=.000$) and Market Culture ($\beta=.626$, $p=.000$) are more effective at influencing job satisfaction amongst Malawi health sector workers relative to Clan Culture ($\beta=.619$, $p=.000$) and Hierarchy Culture ($\beta=.432$, $p=.000$). Again the findings prove that job satisfaction inversely impacts on turnover intentions. There are very few empirical research studies on the relationship between organizational culture, job satisfaction and turnover intentions, specifically in the context of developing countries. This is one of the very few studies conducted to empirically examine the influence of CVF model of organizational culture on job satisfaction and its consequences on turnover intentions. The study therefore closes a significant gap in literature on how organizational culture affects job satisfaction and the resulting consequences on turnover intentions.

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LIST OF ABBREVIATIONS

UHC: Universal Health Coverage

GoM: Government of Malawi

MOH: Ministry of Health

CVF: Competing Value Framework

CC: Clan Culture

AD: Adhocracy Culture

MC: Market Culture

HC: Hierarchy Culture

JS: Job Satisfaction

TI: Turnover Intentions

HSSP: Health Sector Strategic Plan

HRH: Human Resources for Health

HRHSP: Human Resources for Health Strategic Plan

H1: Hypothesis number one

H2: Hypothesis number two

H3: Hypothesis number three

H4: Hypothesis number four

H5: Hypothesis number five

KMO: Kaiser-Meyer-Olkin

NONM: National Organization of Nurses and Midwives

WHO: World Health Organization

VIF: Variance Inflation Factor

CHAPTER ONE

BACKGROUND OF THE STUDY

1.1 BACKGROUND

Countries world over are faced with so many human resource for health (HRH) challenges. Some of the key challenges facing health care institutions world over is shortage of health workers, demotivated health workers, high health workers' turnover and brain drain (Mathauer & Imhoff (2006). Malawi is no exception to this. Malawi is a landlocked, low income country with an estimated population of 19.5 Million as of 2022 (NSO, 2023). Health service delivery system in Malawi is organized at three levels which are linked by a referral system: 1) Primary (community and facility), 2) Secondary, and 3) Tertiary (Makwero 2018). The services are delivered through a network of public, Non-Governmental Organizations (NGOs), Private-not-for-Profit, and Private-for Profit providers.

Overall, Government owns the largest number of all health facility categories (Makwero 2018). After the Government, privately owned health and Christian Health Association of Malawi (CHAM) facilities are the most numerous. Based on its mandate as stipulated in the 1998 National Decentralization Policy, the Ministry of Health provides oversight to the health sector in Malawi (HSSP 2023).

Malawi's efforts to attain the sustainable development goals in the health sector are seen in its attempts to address the World Health Organization (WHO)s six building blocks of health service delivery namely; human resources for health (HRH), infrastructure, medicines and technology, health financing, health information systems, leadership and governance (HSSP III, 2023). Over the past decades, there has been great strides in terms of population health and service delivery level outcomes albeit some gaps. For instance, according to HSSP III, Life expectancy has increased from 55.6 years to 64.7 years between 2010 and 2020. This is mainly due to declines in the maternal mortality rate (MMR) from 444 deaths per 100,000 live births in 2010 to 349 deaths per 100,000 live births in 2017; reductions in under-five mortality rate (U5MR) from 84.2 deaths per 1,000

live births years in 2010 to 38.6 deaths per 1,000 live births in 2020; reductions in infant mortality rate (IMR) from 52.4 deaths per 1,000 live births years in 2010 to 29 deaths per 1,000 live births in 2020 and reductions in neonatal mortality rate (NMR) from 27.9 deaths per 1,000 live births years in 2010 to 19.1 deaths per 1,000 live births in 2020. HIV related deaths have consequently declined from 6.25 deaths per 1,000 populations in 2004 to 0.63 deaths per 1,000 populations in 2020 (HSSP III, 2023).

In terms of human resource for health (HRH), there has been improvements in performance management and increase in retention. According to the HSSP II (2017-2022), vacancy rate for government and CHAM institutions was reduced from 45percent as reported in HSSP I to 33 percent. This was largely attributed to government rolling out a performance management system, performance contracts at senior HRH levels and annual salary reviews across the civil service (HSSP 2023). Again the Government of Malawi started an Emergency Human Resources Programme (EHRP) in 2005, with the main aim to enhance the size and capacity of the health workforce.

Despite Malawi making such notable progress over the past decade, there are still big gaps to fill in order to deliver cost-effective, high quality, equitable and integrated health care. The strides made are still far below the targets set by the WHO and the Sustainable Development Goals. For instance, according to Makwero (2018), Malawi's neonatal mortality rate (NMR) is among the highest in Sub-Saharan Africa. Furthermore, Malawi has very high levels of hypertension at 32.9% in adults, which is much higher than many countries in the region. The country also has a very high burden of cervical cancer (age standardized incidence of 75.9 per 100,000) which accounts for 9,000 Disability Adjusted Life Years (DALY) per year in women on-communicable diseases (Makwero M., 2018).

According to the World Bank Workload Indicators of Staffing Need (WISN) study completed in 2017, there is an overall vacancy rate of 51 percent for all cadres. If Health Surveillance Assistants (HSAs), are not considered, the overall vacancy rate is even higher, reaching 59 percent (WEMOS' Country report Malawi, 2018). The report further says that the largest gap in absolute numbers is for nursing/midwifery officers, 'where an estimated 1,603 additional nursing/midwifery officers are required to meet current utilization of services, representing a gap of 62 percent between current staffing levels (990) and

required staffing levels (2,593)’. Ironically, there is high unemployment rate amongst health personnel as the Malawi economy is failing to absorb health graduates (Muula 2023).

Malawi’s Universal Health Coverage (UHC) index, which measures the progress that countries are making in achieving UHC, was estimated at 48% in 2019 (HSSP III, 2023). This means that Malawi still has a long way before it achieves access to key, affordable, preventive, curative and rehabilitative health interventions for all.

Some of the causes for Malawi’s failure to achieve UHC is that Malawi has acute shortage health workers to meet the demands of the growing population (WHO 2018). According to the Health Sector Strategic Plan III, one of the key bottlenecks in Human Resources for Health is the high vacancy rates with poor absorption. This has been attributed to challenges with aligning interministerial and intersectoral partners on increasing financing of remuneration and benefits (HSSP III, 2023).

Additionally, there is maldistribution of staff, demotivated staff, task shifting and lack of good interdisciplinary models of work (Makwero 2018). An example of maldistribution of resources is evidenced in staff deployment where 50% of doctors are stationed in the four central hospitals (HSSP II 2017-2022). This is compounded by amongst other reasons low motivation and low job satisfaction amongst health workers especially in the public health sector which culminates into compromised service quality and brain drain (Manafa et al. (2009), Olamiran et al (2021), Braauw et al (2013) Bagheri et al (2012). According to Kok and Muula (2003) enhancing a health status of a population via delivery of high-quality health services requires sufficient numbers of qualified health personnel, who are kept motivated to perform their jobs in an effective and efficient way.

Malawi health sector job satisfaction is a mixed bulk. Studies conducted on job satisfaction of Malawi health workers reveal how elusive job satisfaction is in Malawi. McAuliffe et al (2009) in their study ‘Understanding job satisfaction amongst mid-level cadres in Malawi: the contribution of organisational justice, Reproductive Health Matters’, found 51.3% job satisfaction rate. Again, Nyirenda & Mukwato (2016) in their study ‘Job satisfaction and attitudes towards nursing care among nurses working at Mzuzu Central Hospital in Mzuzu, Malawi’, found that health workers were moderately satisfied. Fogerty et al (2014) in their

study ‘Job satisfaction and retention of health-care providers in Afghanistan and Malawi’, found that health workers were quite satisfied. Spector (1997) argues that, although job satisfaction level cannot be 100%, ideally, higher scores depict higher satisfaction level while lower scores show dissatisfaction, and scores above 70% are considered ideal.

Relative to other nations in Africa, Malawi has low job satisfaction rate amongst the health cadres. Ugwa & Charity (2016) in their study ‘A Narrative Review of Factors Affecting Job Satisfaction among Nurses in Africa’, found that 92% of nurses in Nigeria were satisfied with their jobs, while Bonenberger et al (2014) also conducted a study on ‘The effects of health worker motivation and job satisfaction on turnover intention in Ghana: a cross-sectional study’ and reported that over 95% of health workers job satisfaction in Ghana. Another research conducted by Blaauw et al (2013) reported that 82.6% of health workers were satisfied with their work in Tanzania.

It is this background that has interested the researcher to investigate further about factors affecting job satisfaction and its resulting consequences on turnover intentions amongst health workers in Malawi.

1.2 PROBLEM STATEMENT

Job satisfaction has been a topic for decades. It represents one of the most complex areas facing today's managers when it comes to managing their employees. Literature reveal that some of the health workers in Malawi are not satisfied with their jobs (Muula (2005), Parmer (2006), McAuliffe et al, (2009), Braauw et al (2013), Makwero (2018), HSSP III (2023).

McAuliffe et al (2009) conducted a research on 'the retention of health workers in Malawi: perspectives of health workers and district management'. The findings revealed that health workers from different cadles were particularly dissatisfied with unfair access to continuous education and career advancement opportunities, as well as inadequate supervision.

Muula and Maseko (2006) in their study on 'How are health professionals earning their living in Malawi?', discovered a number of challenges that that health workers faced in Malawi. These challenges included inequitable and poor remuneration, overwhelming responsibilities with limited resources, lack of a stimulating work environment, inadequate supervision, poor access to continued professionals training, limited career progression, lack of transparent recruitment and discriminatory remuneration. These challenges are reminiscent of what Wernimont (1966) described as satisfiers and dissatisfies in his study on 'Intrinsic and extrinsic factors in job satisfaction'.

The studies alluded to above objectively highlight the challenges of job satisfaction amongst Malawi health workers. However, these studies were done long time ago. Job satisfaction presents a dynamic concept that changes over time. Organizations cannot just ensure job satisfaction and then keep it constant for a number of years. As Manafa et al (2009) rightly put it, 'Job satisfaction can be achieved quickly but can also turn into job dissatisfaction just as quickly'. Therefore, there is need for a novel study to analyze the current status of job satisfaction amongst health workers in Malawi.

Furthermore, the shortage of doctors in most African countries is attributed to institutions lacking the capacity to train sufficient numbers of doctors, coupled with an inability to retain doctors, who choose to emigrate for what they consider better career opportunities (Hagopian et al (2005) and Mullan et al (2011)). As of 2004, Malawi Health workers'

overall vacancy rate was at 33%. In 2011 it was at 37%, in 2017 it was at 60% and in 2022 it was at 51% (HSSP, 2023). This high vacancy rate has been attributed to poor job satisfaction of health workers by all the Health Sector Strategic Plans (HSSP). In recognition of this challenge, all the HSSPs I, II&III have maintained Objective 4: “To Improve availability, retention, performance and motivation of human resources for health for effective, efficient and equitable health service delivery”. By maintaining this objective, the ministry of health acknowledges that job satisfaction is a challenge in the sector that require finding solution.

Again, the Malawi population to health worker ratio in 2020, was at 2.85 health workers per 1,000 populations, against the WHO target of 4.45 per 1,000 (HSSP, 2023). This problem is aggravated by the burden of diseases such as HIV/Aids. According to Harries et al, (2002) ‘HIV has been documented as a leading cause of death among health workers especially in the first five years of the AIDS epidemic, with an estimated 1 in 10 health workers in Malawi die of AIDS’. However, the increased workload resulting from HIV/AIDS illness has not been met by a commensurate increase in staff, leading to increased burnout and fatigue of health workers (Mullen et al, 2011). This health worker to population ratio also has a bearing on their job satisfaction due to its impact on pay vis a’ vis their workload, burnout and stress (Bedelu 2007).

In 2022 when the government of Malawi revised salaries by an average of 12 percent, the National Organisation of Nurses and Midwives of Malawi (NONM) asked the government to revise upwards salaries and Covid-19 risk allowances for health workers. They argued that they are not satisfied with the salary increment which came while the country had devalued its currency (www.zodiakmalawi.com/). The NONM statement suggests that job satisfaction is low amongst health workers in Malawi since salary is one of the key elements in understanding job satisfaction phenomenon.

Again, the limited studies conducted on job satisfaction in Malawi have hardly looked at it from the perspective of organizational culture. Most of these studies have looked at the factors affecting job satisfaction, where some facets of organizational culture have been found (Blaauw et al 2013, McAuliffe et al 2009, Nyirenda & Mukwato 2016, Fogerty et al 2014). Therefore, there is need for a concise quantitative study that would help understand

healthcare worker's organizational culture and its impact on job satisfaction and also pinpoint specific dimensions of strong culture within the health sector and area of weakness which will require culture change strategies in order to improve job satisfaction amongst health workers.

There is no doubt that organisational culture and job satisfaction are correlated. Tsai (2011) found that there is significant correlation between organizational culture and job satisfaction amongst nurses in Taiwan Hospitals. Again Lok and Crawford (2004) in their research on managers in Hong kong and Australia found positive effects of organizational culture on job satisfaction. However, evidence shows that much of the research on the two concepts has been done in the developed world and corporate organizations (Silverthorne 2004; Lund 2003; Bellou 2010; Ying & Ahmad 2009). Little is known about the organizational culture in relation to job satisfaction of developing countries. Researchers such as Fatima (2016) in her study, 'The Impact of Organizational Culture Type on the Job Satisfaction of Employees', discovered that the Asian culture studies depicted contradicting phenomena as compared to the Western studies. This implies that there is a scope for similar research on these concepts in the developing contexts, with their unique circumstances, such as the Health sector in Malawi, which has undergone transformation through the different dispensations.

It is the above mentioned gaps in literature that have prompted the need to assess the impact of Organizational Culture on Job Satisfaction and its consequences on Turnover Intentions amongst Malawi Health workers.

1.3 RESEARCH OBJECTIVES

1.3.1 Main objective:

To examine the antecedents of employee satisfaction among healthcare workers in Malawi

1.3.2 Specific Objectives:

- a. To explore the impact of Clan Culture on job satisfaction of healthcare workers in Malawi.
- b. To explore the impact of Adhocracy Culture on job satisfaction of healthcare workers in Malawi.
- c. To explore the impact of Market Culture on job satisfaction of healthcare workers in Malawi.
- d. To explore the impact of Hierarchy Culture on job satisfaction of healthcare workers in Malawi.
- e. To explore the impact of job satisfaction on Turnover Intentions of healthcare workers in Malawi.

1.4 RESEARCH QUESTIONS

1.4.1 Main Research Question:

Does organizational culture have an impact on job satisfaction of healthcare workers in Malawi?

1.4.2 Specific Research Questions:

- a. Does clan culture have an impact on job satisfaction of healthcare workers in Malawi?
- b. Does hierarchy culture have an impact on job satisfaction of healthcare workers in Malawi?
- c. Does adhocracy culture have an impact on job satisfaction of healthcare workers in Malawi?

- d. Does market culture have an impact on job satisfaction of healthcare workers in Malawi?
- e. Does Job Satisfaction have impact on turnover intentions of healthcare workers in Malawi?

CHAPTER TWO

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1 Introduction

This section will discuss the underpinning philosophical background of the phenomenon of organizational culture, job satisfaction and turnover intentions. The theoretical framework gives basis to our research problem. It will also give insight into what various scholars have found on this topic.

Increased interest in discovering ways to improve job satisfaction and employee retention has risen in recent years, owing to the importance of employees' job satisfaction in the delivery of quality services (Bosomtwe & Obeng, 2018). There are several reasons why organizations invest in employee satisfaction. First, the humanistic perspective is that people, in general, deserve to be treated fairly and respectfully. “Employee satisfaction is a reflection of the good treatment of employees and the pleasant emotional state, resulting from an individual’s appreciation of their own job experience” (Locke, 1976). Second, from the cost perspective, employee satisfaction can affect their work, which is reflected in the organizational performance, although satisfaction can be derived from performance, as well (Cucek & Kac 2020).

Cekmecelioglu et al., (2012) defined job satisfaction as the conceptualization of personality assessment of conditions existing on the job or outcomes resulting from having a job. According to Mihalic (2008), employee satisfaction represents the positive emotional state of an individual, which is, in turn, result of the perception of work and the work environment, i.e. the way the elements of work and the workplace are experienced. “The concept can be imagined as a positive feeling that employees have at work, a feeling evoked when thinking about work, co-workers, working environment, and other work-related factors” (Cucek & Kac 2020). In all the definitions, it is evident that job satisfaction is about personal judgement of how one feels about his work and work environment. This is reminiscent of Locke’s (1969) argument that job satisfaction is based on the individual’s perception of the extent to which their job provides what they value. Similarly, Moyle et

al. (2003) rightly put it that as work experience is characterized by many different components, individuals may be satisfaction with one aspect while at the same time they may dislike another.

Job satisfaction is very important topic regarding the organizational behavior and organizational management at large. However, for workers to be satisfied, a number of factor come into play since job satisfaction is a multifaceted concept. Amongst the many factors that affect job satisfaction are people in the organization, the work itself, salary, as well as organizational culture (Scheers and Botha 2014).

The 1980s witnessed a surge in examining the concept of organisational culture as organizations' awareness increased regarding the effect of organisational culture on employees' job satisfaction. To this effect, various scholars have defined it in various different ways. Kim et al. (2005) argued that employees perceive greater value congruence with an organisational culture when "a common message" is communicated about the values of the organisation. Kilmann et al. (1985) defined organisational culture as "the shared philosophies, ideologies, values, assumptions, beliefs, expectations, attitudes and norms" that join an organisation together. In Hofstede (2001) view, "Organizational culture is that set of beliefs, values, work styles and relationships that distinguish one organization from another".

While these definitions are similar in nature, it is the work of Edgar Schein which in a way summarizes them all. Schein (1985) argued that "For any given group or organisation that has a substantial history, organisational culture is a pattern of basic assumptions, invented, discovered, or developed by a given group, as it learns to cope with its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, is to be taught to new members as the correct way to perceive, think, and feel in relation to those problems". Common in Schein's and other scholar's definitions are the facts that organizational culture involves a set of norms and values that are expressed and shared among members of a particular group. Again organizational culture is defined as a collective rather than an individual construct and that its content is created through social interaction among members of a particular group.

Organisational culture can be assessed along many dimensions, resulting in conceptually different, but fundamentally similar (Yiing and Ahmad, 2009). This is the case because organizational culture is a complex and multidimensional phenomenon. However, in this context, the Competing Value Framework model will be utilized. The competing values framework was developed by Deshpande' et al. (1993), Moorman (1995) and Cameron and Quinn (1999) for organisational analysis, focusing on organisational effectiveness. It is built along two dimensions emphasizing competing values: (a) focus (external versus internal) and (b) structure (control versus flexibility). When applied to organisational culture, these two dimensions yielded a matrix with four quadrants, each representing a different type of culture; (1) clan (Consensual), (2) adhocracy (Developmental), (3) hierarchy (Hierarchical), and (4) market (Rational) (Cameron and Freeman, 1991; Cameron and Quinn, 1999).

Organisational culture and job satisfaction are crucial insofar as human resources are the most valuable resources of the organisations. An employee who has high job satisfaction is an employee who enjoys his/her job and is satisfied with the conditions provided by the organisation (Blauw et al. 2013). Employees with high job satisfaction ensure that the institution achieves its objectives and does not have the will to quit their job. In turn, low turnover saves the organizations resources for recruitment and other costs related to it (Cucek & Kac 2020).

Alzubi (2018) describe turnover intentions as a mental state in which employees are contemplating leaving their current position, planning to look for another one, or already intending to do so. Understanding turnover intentions is important as it gives a better understanding of attrition, motivation, satisfaction and other organizational behavior concepts in work settings. The Health Care Advisory Board (2001) suggests that job satisfaction is the main factor in determining the turnover in the nursing profession: the probability that a nurse will change occupation doubles when the level of job satisfaction passes from very satisfied to somewhat satisfied. The relationship among Organizational culture, job satisfaction and turnover intentions is important to understand because it assists in creating an efficient and motivated workforce and allows an organization to achieve its overall goals (Hosseinkhanzadeh et al, 2013).

This study draws from this literature background to analyze further on how organize culture affect job satisfaction and its resulting consequence on turnover intentions amongst health workers in Malawi.

2.2 Theoretical Basis: Cameron and Quinn's Competing Value Framework Model of Organizational Culture

This is a metatheory that was originally developed by Quinn and Rohrbaugh (1981) to explain differences in the values underlying various organizational effectiveness models. The framework focus on the tension and conflicts that are inherent in any human system. Emphasis is placed on conflict between stability and change, and the conflict between internal organization and the external environment. When studying the effectiveness of organizations more than two decades ago, it was discovered that some organizations were effective if they demonstrated flexibility and adaptability, but other organizations were effective if they demonstrated stability and control. Similarly, some organizations were effective if they maintained efficient internal processes whereas others were effective if they maintained competitive external positioning relative to customers and clients (Quinn & Rohrbaugh 1981; Quinn & Cameron 1983; Cameron 1986; Cameron et al 2006).

This model was extended by Quinn and Kimberly (1984), Cameron and Freeman (1991) and Cameron and Quinn (1999) to examine organizational culture. They argued that the value orientation inherent in the framework can be used to explore the deep structures of organizational culture. The basic assumptions that are made about such things as compliance, motivation, leadership, decision making, effectiveness, values and organizational norms (Quinn and Kimberly 1984). Cameron and Quinn's (1999) model of OC is based on the competing values framework (CVF), which is considered one of the 50 most important frameworks in management science (Irfan & Marzuki, 2018). Cameron and Quinn (1999) theorized that the CVF assumes that organizational culture cannot be characterized by a single cultural type, because there are many subunits within an organization that have different cultures at various organizational levels. The four culture types of the competing values framework – Hierarchy, Market, Clan, and Adhocracy are each rooted in a model of organizational theory research. Each theoretical foundation provides the organizational environment for the values and characteristics of each culture to take root and become prominently expressed. The six sub-dimensions –dominant characteristics, organizational leadership, management of employees, organization glue, strategic emphasis, and criteria for success serve to describe the fundamental

manifestations of culture within an organization. Cameron and Quinn's four dominant culture types (Clan, Adhocracy, Hierarchy and Market) are discussed in the following subsections.



Figure 1: An illustration of CVF model

Clan quadrant is in the upper left, the adhocracy quadrant is in the upper right, the hierarchy quadrant is in the lower left, and the market quadrant is in the lower right. The upper left quadrant identifies values that emphasize an internal, organic focus, whereas the lower right quadrant identifies values that emphasize an external, control focus. Similarly, the upper right quadrant identifies values that emphasize an external, organic focus, whereas the lower left quadrant emphasizes internal, control values. The competing or opposite values in each quadrant give rise to the name for the model, the Competing Values Framework.

2.2.1 *Clan culture*

The clan culture type is derived from similarity - as often found in family organizations (Cameron & Quinn, 2011). Clan culture is characterized by shared values and goals, cohesion, participatory efforts, and a sense of togetherness. The Clan Culture is an environment where employees feel comfortable during work. They see and feel a pleasant and sociable environment in their organization and it just like a friendly environment. The organization is like a family. The head and top members of the organization are treated as opinion leaders and followers. Organizations try to provide such an environment which is helpful in developing the employee's career, expertise, increase in their experience, building their confidence, enhancing coordination between them and the most important is building long term relationship with employees (Ahamed & Mahmood 2015).

Martinez et al. (2015) opined that organizations comprised of clan culture generally concentrate on internal maintenance coupled with flexibility, concern for people, and sensitivity towards customers.

2.2.2 *Adhocracy Culture*

The adhocracy culture type is best suited to a workplace that is dynamic, entrepreneurial, and creative (Cameron & Quinn, 2011; Martinez et al., 2015). In this culture, the organizational pillars are developing new ideas with creativity and trying new experiences. In such a workplace, people boldly voice their opinions or objections and are forthright despite the risk of incurring criticism. Adhocracy culture emphasizes an organization's adaptive, flexible, and innovative characteristics (Martinez et al., 2015). Effective leadership within adhocracy culture is visionary, innovative, and risk orientated and change readiness, as well as the task of meeting new and unexpected challenges.

2.2.3 Market Culture

Market culture. According to Cameron and Quinn (2011), the main purpose in an organization with market culture is to achieve the objectives of the organization efficiently and effectively and get the top of the position in terms of market share and market leader by providing distinctive offering. In this culture, organizations find out the ways to overcome the competition and getting the top place of the industry through achieving maximum share from the industry (Ahamed and Mahmood 2015). Market culture refers to an organization that functions as a market itself and that is oriented towards the external environment instead of to internal affairs (Martinez et al., 2015). The organization thus focuses on transactions with (mainly) external constituencies such as suppliers, customers, contractors, licensees, unions, and regulators. It can be deduced that the major focus of market culture organizations is conducting transactional activities with other bodies in order to create competitive advantage. Organizations that have a dominant market culture type generally value competitiveness and productivity (Cameron & Quinn, 2011).

2.2.4 Hierarchy Culture

Hierarchy culture consists of characteristics such as rules, specialization, meritocracy, hierarchy, separate ownership, impersonality, and accountability. These characteristics were deemed highly effective in the accomplishment of the purpose, and were adopted widely in organizations whose major challenge was to generate efficient, reliable, smooth flowing and predictable output (Ahamed & Mahmood 2015). The hierarchy culture type is internally focused on stability and control, which implies that the hierarchy culture focuses on smooth functioning paired with the efficient execution of tasks (Cameron & Quinn 1999; Cameron & Quinn 2011; Martinez et al 2015).

2.2.5 Justification of The Competing Value Framework Model of Organizational Culture

In the last couple of decades, writers have proposed a variety of dimensions and attributes of organizational culture. For example, scholars such as Sathe (1983), Schein (1984), Kotter and Heskett (1992), Alphonse and Whetten (1985), Arnold and Capella (1985) amongst others proposed different dimensions of organizational culture. For instance, in the classical model created by Edgar Schein, organizational culture is divided into three different levels: artifacts, espoused beliefs and values and basic underlying assumptions. Another model, presented by Daniel Denison focused on the link between organizational culture and bottom-line performance measures such as profitability, growth, quality, innovation, customer and employee satisfaction (Debski et al, 2020:4).

The reason why so many dimensions have been proposed is that organizational culture is extremely broad and inclusive in scope. In fact, Wallach (1983) argued that organizations are not made up of a single culture, instead they are formed with the help of bureaucracy, supportiveness and innovation. To determine the most important dimensions on which to focus, therefore, it is important to use an underlying framework, a theoretical foundation that can narrow and focus the search for key cultural dimensions. Consequently, the Competing Value Framework Model of organizational culture by Quinn and Rohrbaugh (1981, 1983) and later revised by Cameron and Quinn (1999, 2006) has been identified as key in this research.

The competing value framework model comes from a study in which two dimensions of efficiency criteria were identified. According to the model, some organizations are effective if they demonstrate flexibility and adaptability, while other organizations are effective if they demonstrated stability and control. Similarly, some organizations are effective if they maintain efficient internal processes whereas others are effective if they maintained competitive external positioning relative to customers and clients (Quinn & Rohrbaugh, 1981; Cameron et al 2006).

Consequently, the Competing Value Framework (CVF) model of organizational culture proposes that organizational culture cannot be characterized by a single cultural type,

because there are many subunits within an organization that have different cultures at various organizational levels.

The CVF puts forward the assumption that the nature of organizational culture is based on two dimensions: internal/external focus, and stability/flexibility structure. Taken together, these two dimensions create four quadrants which represent four sets of values that guide organizational tasks of environmental management and internal integration (Debski et al 2020). What should be stressed is that the underlying dimensions present contrasting values. For example, organizations need to be adaptable and flexible but also stable and controlled. There needs to be growth, resource acquisition and external support, but also tight internal information management and formal communication.

The framework suggests an emphasis on the value of human resources, but also emphasizes planning and goal setting. According to the Cameron and Quinn's (2006) organizational culture type, each organizational culture type demonstrates the development and change level of the organization. Cameron and Quinn make use of four different culture typologies and explain the cultural structure in organizations. These four different culture typologies are, human relations and development (clan) culture; hierarchy (bureaucracy) culture; market culture; and harmony with the environment (adhocracy) culture. The basic argument in this model is, if organizational culture is a factor that affects workers job satisfaction, then different types of culture should be associated with systematic, significant variations in levels of job satisfaction. This is the case because of the unique inherent characteristics of each culture type.

2.3 Conceptual Framework

This study consists of four independent variables, one intermediary variable and one outcome variable. This translates into 5 hypotheses of the study. Figure 2 summarizes these hypotheses.

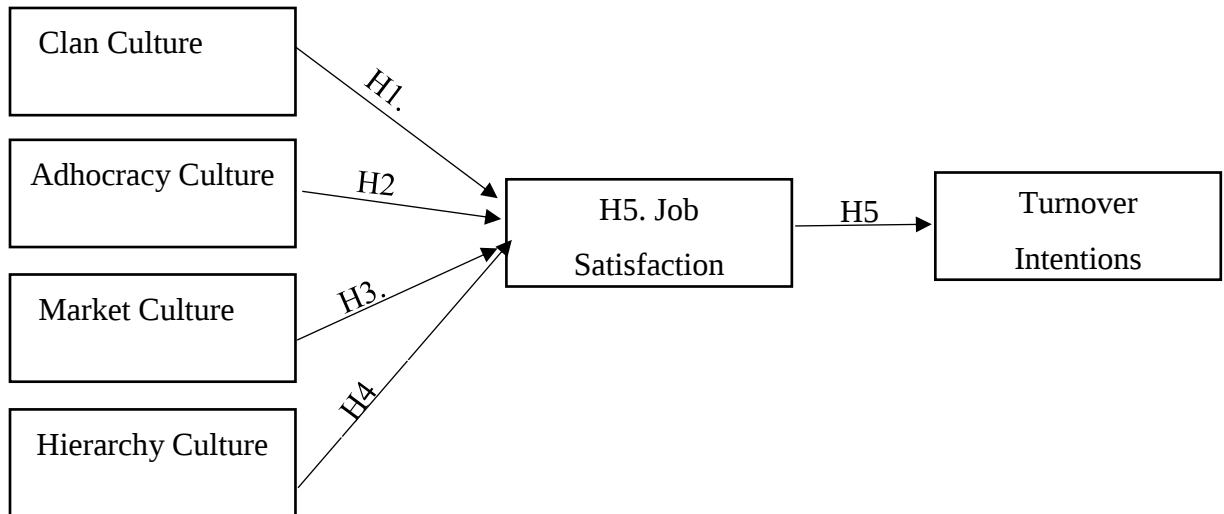


Figure 2: Conceptual framework.

NB: From fig 2:

H1: Impact of Clan culture on job satisfaction of healthcare workers in Malawi

H2: Impact of Adhocracy culture on job satisfaction of healthcare workers in Malawi

H3: Impact of Market culture on job satisfaction on of healthcare workers in Malawi

H4: Impact of Hierarchy culture on job satisfaction of healthcare workers.

H5: Impact of Job satisfaction on turnover intentions of healthcare workers in Malawi

2.4 Organizational Culture and Job Satisfaction

Over the past decades, Organizations world over embarked on a mission to find reasons why some organizations had satisfied workers while others did not. Such attempts resulted in organizations taking so many initiatives such as change of organizational structure, downsizing and many more without achieving any tangible results (Cameron & Quinn, 2011). Rather such initiatives created problems and even threatened the survival of the organizations. In various studies done to trace factors responsible for such failures, the organizational negligence to critically look at culture from re-organization and management's perspective was the fundamental factor (Kotter & Heskett, 1992). They further discovered that, such negligence, besides being a sole cause for failure, even dampened other initiatives of organizational changes. Furthermore, to substantiate the importance of organizational culture on job satisfaction. Buono et al, (1985) in their research 'When Cultures Collide: The Anatomy of a Merger', discovered that mismatched cultures and integration processes could lead to decreased job satisfaction, increased uncertainty and turnover. Similarly, Deshpande et al (1993), studied job satisfaction of employees by using culture type framework in order to know job satisfaction of employees in USA. They found that employees in clan and adhocracy cultures reported higher levels of job satisfaction compared to those in market and hierarchy cultures.

These realizations provided an opportunity to the organizational leaders, managers, and academic researchers to understand and examine the criticality and significance of organizational culture that could be used as an effective tool to transform rather less effective organizations to cost-effective and efficient ones.

2.4.1 Impact of Clan Culture on Job Satisfaction

An organization with clan culture is a very friendly place to work where people share a lot of themselves. It is like an extended family. The leaders, or head of the organization, are considered to be mentors and, maybe even, parent figures (Al-Shammari et al 2018). The organization is held together by loyalty or tradition. Commitment is high. The organization emphasizes the long-term benefit of human resource development and attaches great importance to cohesion and morale (Oz et al 2018). Success is defined in terms of sensitivity to customers and concern for people. The organization places a premium on teamwork, participation, and consensus (Cameron and Quinn 2006). This culture type proposes that the effective way to coordinate organizational activity is to make certain that all employees share the same values, beliefs, and goals. Clan cultures are related to increased levels of trust, while they limit conflict and resistance to change (El-Nahas et al 2013)

Lund (2003) identified in his research the relationship between organizational culture and job satisfaction. He identified that clan culture which is most flexible has a positive relationship with the job satisfaction. According to this cultural aspect, there are traditions of teamwork, employee involvement and self-management in the organization. The organization is focused on the employees' attention internally (Zeb et al 2021). Employees set their long-term commitment to their organization in the form of loyalty. Clan culture expatiates on the role of the human resource department and the human factors, which highlights one to one connections and participation in the organization (Keskin et al 2005).

Williams et al (2007) conducted a research with a focus on four types of culture on job satisfaction. The culture types included were human resource, entrepreneurial, bureaucratic and rational culture. The results indicated that the most dominant culture is human resource and satisfaction level of employees is also higher in this culture than any other. The clan culture basic arguments are that the workplaces can best be managed through teamwork and employee development, customers are best thought of as partners, the organization is in the business of developing a humane work environment, and the major task of management is to empower employees and facilitate their participation, commitment, and loyalty (Lovas 2007). In Clan culture, the criteria of effectiveness most highly valued

include cohesion, high levels of employee morale and satisfaction, human resource development, and teamwork (Cucek & Kac 2020). Employees share stories from their private lives and the focus is on loyalty and tradition. The organization attaches great importance to customer sensitivity and care (Soares et al 2018).

The operational theory that dominates this culture type is that involvement and participation of employees foster empowerment and commitment. Committed, satisfied employees produce effectiveness (Cameron and Quinn 2006). The Clan in the Competing Values Model is explained as the type in which employees share and develop friendly relations. Earlier studies found that clan culture was the second leading organizational culture in the national oil corporation of Libya (Shurbagi and Zahari 2012). In Saudi Arabia, majority of small- and medium-sized enterprises (SMEs) are dominated by clan culture (Abousaberet et al 2011).

Bearing in mind that there will be commitment, participation, loyalty, teamwork, cohesion, morale and consensus amongst other virtues in clan culture, the researcher anticipates a positive relationship between clan culture and job satisfaction of health workers. Since members of the organization feel to be part of a ‘family’ as highlighted above, the researcher feels more compelled to anticipate a positive relationship between clan culture and job satisfaction. The researcher further argues that the more tenets of clan culture are being implemented by the organization, the more people will be satisfied with their jobs. Accordingly, the following hypothesis is being proposed;

H1: Clan culture has a significant impact on job satisfaction of healthcare workers in Malawi

2.4.2 Impact of Hierarchy Culture on Job Satisfaction

Hierarchy Culture is based on the work of a German sociologist, Max Weber, who studied government organizations in Europe during the early 1900s. According to Weber (1947) for organizations to be effective, these seven characteristics that have become known as the classical attributes of bureaucracy need to be implemented: rules, specialization, meritocracy, hierarchy, separate ownership, impersonality, accountability (Cameron and Quinn 2006). The criteria of effectiveness most highly valued in a hierarchy culture are efficiency, timeliness, smooth functioning, and predictability. The dominant operational theory that drives organizational success is that control fosters efficiency (elimination of waste and redundancy) and therefore effectiveness.

Hierarchy culture refers to the culture of an organization characterized by the existence of a chain of commands. The hierarchy culture has a unique structure and control that is derived from the strict chain of commands administered by formal rules and actions (Cameron and Quinn, 1999). The hierarchy culture highlights the reliability, stability, predictability and security of employment. Employees in the hierarchy type of organizational culture have respect for the power and position, and this type of organization has obvious rules, procedures and policies. The administrator is typically the organizer and coordinator who monitor the happenings in the organization's atmosphere (Cameron and Quinn, 1999). In the long run, stability, predictability, and efficiency are important to the company, which provides secure employment and predictability to employees (Cucek & Kac 2020).

In a study by Lok and Crawford (1999) it was identified that bureaucratic is the most dominant culture in organizations of China and employees working under such culture are highly satisfied with their jobs. In hierarchy culture, the environment is relatively stable, tasks and functions are well integrated and coordinated, uniformity in products and services is maintained, and workers and jobs were under control (Belias & Koustelios 2014). Clear lines of decision-making authority, standardized rules and procedures, and control and accountability mechanisms are valued as the keys to success. For instance, proper supervision and clear job description could largely impact whether workers like or dislike their work (Oz et al 2018).

Odom et al. (1991) in their research worked on the impact of organizational culture on job satisfaction with the findings that bureaucratic culture has an impact on job satisfaction of employees.

Other scholars argue that organizations with this type of culture, rules and procedures are more important than people, the organization is perceived as ‘cold’ and ‘inhumane’. They further argue that employees in these organizations are oriented more towards promotion within the hierarchy than towards growth (Fatima M., 2016). The predominance of hierarchy culture in an organization is associated with higher employee satisfaction with job characteristics related to the need for safety, and lower employee satisfaction for job characteristics related to need for belonging and growth (Janicijevic et al 2018).

Kimemia (2013) in his study, ‘Organizational culture and corruption: A multiple case study of Non-Governmental Organizations in Kenya’, found that hierarchy culture had the second highest mean score from clan culture. The overwhelming majority who responded confirmed that their organizations had clear policies that guided them on how to deal with corrupt practices.

The researcher therefore argues that this culture type leads to specialization of workers in the tasks they do as well as great sense of job security amongst workers. This therefore positively affects job satisfaction of workers as they do not have constant worries of losing their jobs. Consequently, the following hypothesis is proposed;

H2: Hierarchy culture has a significant impact on job satisfaction of healthcare workers in Malawi.

2.4.3 Impact of Adhocracy Culture on Job Satisfaction

The key arguments in Adhocracy culture are that innovative and pioneering initiatives are what leads to success, that organizations are mainly in the business of developing new products and services and preparing for the future, and that the major task of management is to foster entrepreneurship, creativity, and activity “on the cutting edge” (Cameron and Quinn 2006). Adhocracy Culture champions creating something temporary, specialized and dynamic capable of executing a particular task. In this culture, authority is not centralized as any member of the organization can be a leader. Effective management style within adhocracy culture is visionary, innovative, risk orientated and change readiness, as well as the task of meeting new and unexpected challenges. Lund (2003) examined the relationship between organizational culture and job satisfaction among marketing professionals in cross-sectional US firms. The study found that job satisfaction levels differed based on the type of organizational culture present, with higher satisfaction levels reported in firms with clan and adhocracy cultures compared to those with market and hierarchy cultures. Similarly, Locke (1970), evaluated that the level of job satisfaction has a direct relation with the structure of an organization. Flexible structures increase the job satisfaction of employees while inflexibility decreases the level of job satisfaction.

Adhocracy type of culture is characterized by a dynamic, entrepreneurial, and creative workplace. The organization is characterized by a tendency to experiment, as it wishes to be the first to launch new products or services. It is a success for the company to produce unique and original products (Cucek & Kac 2020). Such an organization is open to change and new challenges, prepared to quickly respond to environmental trends. The long-term focus is on the rapid growth of the company and the acquisition of new capabilities. The organization promotes individualism and personal freedom (Armstrong Persily, 2013). Robinson et al (1996) in their study explained that formalization impacts the job satisfaction of employees. It basically is the method by which employees are given a task to perform. It totally depends on the organization; some organizations give their employees the flexibility to perform the task others do not, which directly have an impact on the job satisfaction of employees.

Lovas (2007) found that job satisfaction is connected with relations and development of human resources. He further found that satisfaction is positively connected with teamwork orientation, mutual trust, openness participation and perception of organization as a dynamic and enterprising environment. Again Kalliath and Morris (2002) evaluated that the level of job satisfaction has a direct relationship with the structure of an organization. Flexible structures increase the job satisfaction of employees while inflexibility decreases the level of job satisfaction. Similar, McKinnon et al. (2003) found that employees are more satisfied with their job in organizations that opt for innovation and continuous improvements.

The adhocracy culture is externally oriented, and it is characterized by an advanced level of creativity and innovation orientation. This cultural form is categorized into high levels of risk-taking, dynamism and creativity (Hellriegel et al 2004). By this culture, employees are motivated to be highly committed to innovation and experimentation. This type of organizational culture reacts quickly to change. There is freedom concerning new ideas useful for promoting growth. In addition, employees are encouraged by the best rewards system (Hellriegel et al 2004). In this culture, the organizations have flexible control over employees for faster creativity and change. In other words, employees are challenged with the freedom to come up with novel ideas about products or services. Adhocracy culture has positive information disseminating attitude with respect to behavior and innovation system (Naranjo-Valencia et al 2010). The description of the adhocracy reveals that organizations in which this culture predominate require and expect employees to be competent, to continually develop and improve their expertise, to be hard-working, to be creative and innovative, and to achieve results. Thus, these organizations provide an environment that is able to satisfy the need for growth, achievement, and self-actualization (Janicijevic et al 2018)

Since in adhocracy culture employees are accorded an environment which challenges them to be open minded, bring new ideas, which is ideal for growth and development as espoused above by various authors, the researcher therefore argues that, in this culture, members are empowered as they develop their skills and grew in confidence due to trust they receive from management. Again, members feel proud of their efforts for the task they embarked

on as there is recognition of effort. There is a sense of accomplishment amongst member of this organizational culture once a task is executed (Zeb et al 2021). With all that in mind, the research therefore proposes that there is a positive relationship between adhocracy culture and job satisfaction. Consequently, the following hypothesis is proposed; H3: *Adhocracy culture has a significant impact on job satisfaction of healthcare workers in Malawi.*

2.4.4 Impact of Market Culture on Job Satisfaction

Market Culture is largely on the work of Williamson (1975), Ouchi (1981), and their colleagues. These organizational scholars argued that transactional costs served as the foundation of organizational effectiveness (Cameron and Quinn 2006). This was later on referred to as organization's market culture. According to Cameron and Quinn (2006), the main purpose in an organization with market culture is to achieve the objectives of the organization efficiently and effectively and get the top of the position in terms of market share and market leader by providing distinctive offering. In this culture, organizations find out the ways to overcome the competition and getting the top place of the industry through achieving maximum share from the industry (Ahamed and Mahmood 2015).

Market culture refers to an organization that functions as a market itself and that is oriented towards the external environment instead of internal affairs (Martinez et al., 2015). The organization thus focuses on transactions with (mainly) external constituencies such as suppliers, customers, contractors, licensees, unions, and regulators. It can be deduced that the major focus of market culture organizations is conducting transactional activities with other bodies in order to create competitive advantage (Cameron & Quinn, 2011). The main aims of these organizations with this culture are objectives achievements, consistency and competitiveness. The company's management is oriented towards an aggressive, demanding, and unyielding approach. The most important values are market share, goal achievement, and profitability (Cucek & Kac 2020).

Lund (2003), in his study found out that the most dominant culture in US firms is market culture. Organizations with a market culture believe that aggressive competitiveness and customer focus brings efficiency. In a market culture, values pass between stockholders and people at the lowest cost. Under this type of culture, employees are only responsible for an agreed level of performance with the organization, where the responsibility of each is agreed in advance (Zeb et al 2021). In this type of culture, the performance of employees is usually increased through the proper rewards system (Cameron and Quinn, 1999).

The core values that dominate market-type organizations as highlighted earlier, are competitiveness and productivity. Competitiveness and productivity in market

organizations are achieved through a strong emphasis on external positioning and control (Martinez et al 2015). It is assumed that a clear purpose and an aggressive strategy lead to productivity and profitability. The glue that holds the organization together is an emphasis on winning. The long-term concern is on competitive actions and achieving stretch goals and targets (Al-Shammari 2018). The dominant operational theory that drives organizational success is that competition creates an impetus for higher levels of productivity and therefore higher levels of effectiveness (Cameron and Quinn 2006). Therefore, the researcher argues that emphasize on productivity and profitability through set goals and targets have a bearing on job satisfaction of its workers through a rewarding sense of accomplishment. Workers who achieve the productivity and profitability goals set by the organization are likely to be satisfied with their work. Consequently, the following hypothesis is proposed;

H4: Market culture has a significant impact on job satisfaction of healthcare workers in Malawi.

2.5 Impact of Job Satisfaction on Turnover Intentions

Various researchers emphasized the importance of understanding the antecedents (the cause) and the consequences (the effect) of job satisfaction because they have an important effect on organisational commitment, turnover intentions and could influence human resource policies and practices (Armutlulu and Noyan, 2011). Turnover intention in particular, is an important issue for any organisation. Among various antecedents, job satisfaction, job performance and organisational commitment appear to be good predictor of turn over intention (Chen, 2006; Alniacik et al., 2011). Early comprehensive empirical research conducted by Porter and Steers (1973) and Muchinsky and Tuttle (1979) showed a negative relationship between job satisfaction and employee turnover intentions (El-Nahas et al 2013)

Baridam and Nwibere (2008) defined job satisfaction as the degree to which an individual feel negatively or positively about the various facets of job tasks, the work setting, relationship with co-workers and the job itself. On the other hand, Turnover intentions are defined as a conscious and deliberate willingness to leave an organization (Tett and Meyer 1993). Some estimates indicate that Malawi's nursing profession suffers a significant attrition rate of 3% per annum (HRH, 2018). Yet, it is evident in the international nursing literature that views job satisfaction is a major contributory factor for employees' intent to stay (Crowley-Henry et al 2018; Mousa & Ayoubi, 2019).

Furthermore, research indicates that turnover (and/or turnover intentions) is related to both job satisfaction and organizational culture, and that "attitudes toward both the job and the organization are uniquely relevant in predicting cognitive precursors of turnover," and ultimately of predicting turnover itself (Tett and Meyer 1993). MacIntosh and Doherty (2009) also established that job satisfaction strongly inversely influenced intention to leave among employees of a fitness organisation in Canada. Following from these research findings, the researcher argues that, when workers feel satisfied with their jobs, they are less likely to have intentions of leaving their jobs. Therefore, the following hypothesis is being proposed;

H5: Job Satisfaction has a significant impact on turnover Intentions of healthcare workers in Malawi.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the research design that the study employed and justifies the choices of the same. The methodology has helped to objectively establish the relationship between organizational culture and job satisfaction and how each organizational culture type affects job satisfaction.

3.2 Study Design

Mbambo (2005) describes a research design as “a blueprint of how a researcher intends to conduct a study”. Burns and Groves (2001) posit that research design refers to the steps researchers follow to complete their study from start to finish. It includes asking research questions based on theoretical orientation, selection of respondents, data collection, and reporting of the results. This study is a quantitative study. Quantitative approach was particularly chosen in order to objectively establish the relationship between organizational culture and job satisfaction as well as job satisfaction and turnover intentions. Quantitative study involves the systematic empirical analysis of observable occurrences using mathematical, statistical, or computer approaches (Sharma, 2011). Quantitative research is a technique for testing objective hypotheses by examining the connection between variables. These variables can be measured, frequently with the aid of devices, to enable statistical analysis of numbered data. Just like in qualitative studies, researchers who employ this form of inquiry assume that the results can be generalized and replicated, adjust for alternative hypotheses, incorporate bias safeguards, and deductively test theories (Creswell, 2014). Data was collected within two months as it is a cross-sectional study.

3.3 Study Population

A ‘population’ is a group of potential participants to whom one is seeking to generalize the results of a study (Salkind, 2006). It represents the collection of all units of analysis (Welman et al 2005). The data for the study was collected from all Health Workers from all health cadres in Malawi. The population of Malawi health workers from both the private and public sectors across all cadres is 23,188 (Health Sector Strategic Plan II, 2017-2022). The data were collected between 10 August 2023 and 13th September 2023. A questionnaire was sent to various District Health Offices in Malawi through emails and personal phone numbers of health personnel in Malawi. A total of 460 health workers between the ages of 18 and 56 Managed to respond to the questionnaire. Table 3 shows a summary of the demographic characteristics of the respondents.

3.4 Sampling Technique

Sampling is the method of selecting a representative of the population called samples. Sampling makes research more accurate and economical. This study employed a simple random sampling technique. It entails picking a small number of people or things at random from a larger population to provide every person or thing an equal chance of being in the sample (Frerichs, 2008). As each person or item has an equal chance of being chosen, this strategy serves to reduce bias and improve the sample's representativeness. It's crucial to remember that simple random selection makes the population's members independent of one another in terms of the trait being investigated (Reeger & Aloe, 2019).

3.5 Data Analysis

The data obtained from this study were analysed using the linear regression analysis method. A statistical method for determining the link between values that have a cause-and-effect relationship is linear regression analysis. The primary goal is to construct a linear relationship between the independent and dependent variables through the investigation of their relationship (Uyanik & Guler, 2013). Using regression analysis allows the possibility to gauge how strongly two variables are related.

3.6 Study Instruments

This study used an online structured questionnaire. A questionnaire is a type of research tool used to collect data from respondents by asking them a series of questions. Using questionnaires is a quick, easy, and reasonably priced technique to collect a lot of data from a wide sample of people. Open and closed questions are frequently used in questionnaires to gather information (McLeod, 2018). The questionnaire had three sections each section representing the three variables being investigated. The instrument employed in this study was adopted from previous studies to reduce the chances of instrumentation errors. To confirm reliability and validity of the study variables, Cronbach Alpha tests were conducted and each variable was above 0.7. This means that all the study variables were reliable and valid. Table 1 provides a summary of the study instruments.

Table 1: Study instruments

Name	Description	Source
Organizational Culture	Respondents were asked to rate on a 7-point Likert scale the dominant culture of their organization based on the four culture types. Twenty four questions were asked.	Cameron & Quinn (1999)
Job Satisfaction	Respondents were asked to rate on a 7-point Likert scale how satisfied they are with their job. five questions were asked.	Andrew & Withey, (1976)
Turnover Intentions	Respondents were asked to rate on a 7-point Likert scale how much they intend to stay in their job. Three questions were asked.	Mobley et al. (1978)

Data on Organizational Culture variable was collected using a modified questionnaire which was adapted from the Organizational Culture Assessment Instrument (OCAI) based on CVF and consisting of 6 domains designed to measure the organizational cultures of Clan, Adhocracy, Hierarchy and Market. Responses were made on a Likert scale. In addition, the questionnaire contained questions about the demographic characteristics of the participants (Age, Position, Length of Service, Educational Qualifications and Experience).

Andrew and Withy (1976) job satisfaction questionnaire was used to measure job satisfaction variable. Andrew and Whitely Job Satisfaction Scale is a five item scale that measures the job satisfaction of employees on a 7 point Likert scale ranging from delighted (1) to terrible (7). The validity and reliability of the scale has been confirmed through multiple studies across different sectors. Specifically, study done by van Saane et. al. (2003) reviewed available job satisfaction measures to evaluated their validity and reliability in hospital settings. The review concluded that Andrew and Withy Job Satisfaction Questionnaire had high reliability and construct validity, and considered it a useful tool to evaluate job satisfaction in healthcare setting

Turnover intentions variable was measured using the Mobley et al (1978) scale. This is a 3 question 7-point Likert scale. Singh (2022) in his study, ‘development and initial validation of turnover intention scale’, discovered that Mobley’s scale was found valid and reliable.

3.7 PRELIMINARY TESTS

Before the main study, these tests were performed on the dataset. With the use of these tests, it was possible to assess the data's quality, validity, reliability, and verify if data is fit for factor analysis.

3.7.1 KMO and Bartlett Test

For credibility of the study, tests were done on the data set to determine its suitability for factor analysis. These preliminary tests included the Kaiser-Meyer-Olkin (KMO) Test which is a measure of how suited your data is for Factor Analysis. The test measures sampling adequacy for each variable in the model and for the complete model. It is a measure of the proportion of variance among variables that might be common variance. KMO has values that range between 0 to 1. KMO Values close to zero means that there are large partial correlations compared to the sum of correlations. In other words, there are widespread correlations which are a large problem for factor analysis. KMO values close to 1 indicate the sampling is adequate for factor analysis. All the KMO test results for all the variables were above the 0.5 threshold, which meant that there is no correlation between variables and is an indication that the variables in the dataset could be predicted by other variables without error.

Bartlett' test is used to test the null hypothesis that the variables in the population correlation matrix are uncorrelated. Bartlett's (1951) test tests whether a matrix (of correlations) is significantly different from an identity matrix. It tests whether the correlation coefficients are all 0. The test computes the probability that the correlation matrix has significant correlations among at least some of the variables in a dataset, a prerequisite for factor analysis to work. The null hypothesis is rejected if the p-value for Bartlett's test is significant (usually less than 0.05). Bartlett tests results from the data set have a p-value of .000. This indicate that the variables in the dataset had a value that was statistically significant meaning that they could be predicted by other variables without error. Thus ultimately rejects the null hypothesis. See the KMO and Bartlet test in table 3:

Table 2: KMO and Bartlett's Test

Construct	KMO Measure of sample adequacy	Significance	Df
Clan Culture	.853	.000	15
Adhocracy Culture	.835	.000	15
Market Culture	.814	.000	15
Hierarchy Culture	.742	.000	15
Job Satisfaction	.867	.000	10
Turnover Intentions	.769	.000	3

3.7.2 Common Bias Method

The current study design is cross-sectional; hence, it may suffer from common method bias (Min et al., 2016; Podsakoff et al., 2003; 2012). To rule this, Herman's single factor test was conducted. According to Podsakoff et al. (2003) the Harman single-factor test requires loading all the variables of a study into an exploratory factor analysis, with the assumption that the presence of Common method variance or common method bias is indicated by the emergence of either a single factor or a general factor accounting for the majority of covariance among measures. The technique can also be employed in a post hoc manner by assuming the lowest correlation in a correlation matrix to be the magnitude of CMV and partialling it out of the analysis (Lindell and Whitney 2001). The test requires that one measure should not be more than 50 percent. The study had 32 questions each measuring Job satisfaction as dependent variables and Organizational Culture as independent variable and then Job satisfaction as an independent variable and turnover intention as a dependent variable. Results from the data set as shown in the table below show that item 1 percentage of variance is 33, while item 2 has a percentage of variance of 10 while the rest have a variance percentage of bellow 6. In this case there is no single variable that has more than 50 percent of variance since the highest is 33 percent. Again the cumulative percentage variance for 3 items (1, 2, 3) is still below the 50 percent threshold.

Table 3: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% Variance	of Cumulative %	Total	% Variance	of Cumulative %
1	10.620	33.189	33.189	10.620	33.189	33.189
2	3.280	10.250	43.438	3.280	10.250	43.438
3	1.891	5.908	49.347	1.891	5.908	49.347
4	1.214	3.793	53.140	1.214	3.793	53.140
5	1.186	3.707	56.847	1.186	3.707	56.847
6	1.088	3.400	60.247	1.088	3.400	60.247
7	.992	3.099	63.345			
8	.880	2.750	66.095			
9	.812	2.536	68.631			
10	.801	2.505	71.136			
11	.737	2.303	73.439			
12	.660	2.064	75.503			
13	.630	1.968	77.471			
14	.598	1.868	79.339			
15	.590	1.844	81.184			
16	.577	1.802	82.986			
17	.543	1.697	84.683			
18	.505	1.579	86.262			

19	.493	1.541	87.803
20	.458	1.432	89.235
21	.431	1.348	90.584
22	.407	1.272	91.856
23	.386	1.205	93.061
24	.358	1.119	94.181
25	.345	1.078	95.259
26	.329	1.027	96.285
27	.295	.922	97.208
28	.265	.829	98.036
29	.243	.761	98.797
30	.158	.493	99.290
31	.130	.406	99.695
32	.097	.305	100.000

Extraction Method: Principal Component Analysis.

3.7.3 Reliability Assessment

Cronbach's alpha coefficient measures the internal consistency, or reliability, of a set of items in a measuring tool. The test helps determine whether a collection of items consistently measures the same characteristic. It generally checks the consistency of responses across the questionnaire. Cronbach's alpha quantifies the level of agreement on a standardized 0 to 1 scale. Higher values indicate higher agreement between items. Value greater than .7 show internal consistency of the data set. The questionnaire for this study had 32 items collectively measuring Organizational culture, job satisfaction and Turnover intentions. Test results from the data set as depicted in the tables below indicate Cronbach alpha greater than .7 which shows internal consistency of the data set. Table 5 summarizes Cronbach Alpha test results.

Table 4: Cronbach Alpha test results

Construct	Cronbach Alpha	N of Items
Clan Culture	.803	6
Adhocracy Culture	.757	6
Market Culture	.731	6
Hierarchy Culture	.704	6
Job Satisfaction	.913	5
Turnover Intentions	.946	3

3.7.4 Multicollinearity Assessment

Multicollinearity occurs when the multiple linear regression analysis includes several variables that are significantly correlated not only with the dependent variable but also to each other. Multicollinearity makes some of the significant variables under study to be statistically insignificant (Shrestha N, 2020). Multicollinearity is the event of great inter-correlations

among the factors in a multiple regression model. Multicollinearity can prompt skewed or deluding results when an investigator endeavors to decide how well every factor can be utilized most viably to foresee or comprehend the response variable in a statistical model.

The multicollinearity indicator is the Variance Inflation Factor (VIF). If the VIF is less than or equal to 10, no severe multicollinearity exists in the model. In the figure below, multicollinearity was tested between the dependent variable (Job satisfaction and the Independent variables (Clan Culture, Adhocracy Culture, Market Culture and Hierarchy Culture). All their VIF is below the threshold of 10. This means that multicollinearity does not exist in this model. Again the multicollinearity between independent variables is evaluated using collinearity statistics tolerance. Low multicollinearity is indicated by tolerance values less than 1.1. In this case the tolerance values are all below .57. This also proves that multicollinearity does not exist in this model.

3.7.5 *Correlation Matrix*

A correlation matrix is a row by column arrangement of a set of correlation coefficients. A correlation matrix indicates the linear association between each pair of variables, such that the same variables in the same order label both the columns and the rows of the correlation matrix. The correlation coefficient describes the linear association between two variables. It answers the question, “When one variable increases or decreases, how does the other variable tend to increase or decrease?” Correlation coefficients range from -1 to +1: magnitude greater in absolute value (closer to +1 or -1) indicate a stronger association. Positive values indicate that as one variable increases (decreases), the other variable tends to increase (decrease)-that is a positive or direct relationship. Negative values indicate that as one variable increases the other variable tends to decrease (and vice-versa)-that is, a negative or inverse relationship.

The correlation matrix plays an important role in multivariate analysis since by itself it captures the pairwise degrees of relationship between different components of a random vector. Its presence is very visible in Principal Component Analysis and Factor Analysis, where in general, it gives results different from those obtained with the covariance matrix. Also, as a test criterion, it is used to test the independence of variables, or subsets of variables (Pham-Gia & Choulakian 2014).

Table 5: Correlations

		1	2	3	4	5	6
Clan Culture	Pearson	1	.584**	.505**	.573**	.523**	-.590**
	Correlation						
Adhocracy culture	Pearson	.584**	1	.723**	.565**	.472**	-.499**
	Correlation						
Market culture	Pearson	.505**	.723**	1	.599**	.436**	-.432**
	Correlation						
Hierarchy culture	Pearson	.573**	.565**	.599**	1	.289**	-.389**
	Correlation						
Job satisfaction	Pearson	.523**	.472**	.436**	.289**	1	-.789**
	Correlation						
Turnover intentions	Pearson	-.590**	-.499**	-.432**	-.389**	-.789**	1
	Correlation						

**Correlation is significant at the .000 level (2 tailed)

From table 6, we can deduce that there is positive correlation between all organizational culture types. This means that as one organizational culture type increases, the other organizational cultures also increase. In practical sense, this means that while people may prefer one organizational culture over the other, the other culture is also wanted and thrives in the organization. Market and Adhocracy cultures have the highest positive correlation of .723 meaning people prefer the coexistence of these cultures over the others. While market and clan cultures have the lowest correlation of .505. There are positive correlations between all the four organizational culture types and job satisfaction. This means that if any of organizational culture type increase, job satisfaction of employees increases. Job satisfaction increases highest when clan culture increase with a correlation between the two of .523, and job satisfaction increases least when hierarchy culture increases as they have a correlation of .289.

There are negative correlations between organizational culture types and turnover intentions. Clan culture has the negative correlation with turnover intentions at -.590. This means that the more elements of clan culture are being implemented in a health institution

the less health workers will have intentions to leave that institution. Hierarchy culture has the negative correlation with turnover intention of $-.389$

There is also a negative correlation between job satisfaction and turnover intentions with a correlation of $-.789$. This means that as job satisfaction increases, turnover intentions decreases by $-.789$ points.

3.8 Ethical Consideration

The researcher clarified to the respondents that the information they gave was solely to be used for academic research purposes only. Additionally, no names of respondents were needed on the questionnaire or in the analysis or research findings. Researchers were informed that they had the right to take part or not and even to withdraw from the study at any time they wished to do so without any fear of punishment. Furthermore, to avoid burdening respondents during their working hours, the questionnaire was online and had to be answered at their convenient time.

CHAPTER FOUR

RESULTS

4.1 Introduction

The study's results are presented in this chapter per its objectives. Additionally, it displays sample characteristics, preliminary test results, descriptive statistics, variable correlations, and test results for hypotheses.

4.2 Sample Characteristics

The population of the study consisted of all health workers in Malawi. A total of 460 health workers took part in the study and successfully completed the questionnaire. Of the 460 respondents, 191 were male and 269 were female, representing 41.5% and 58.5% respectively. Table 2 provides demographic characteristics of the study respondents.

Table 6: Demographic characteristics of the study respondents (n=460)

Variable	Category	Frequency	%
Gender	Male	191	41.5%
	Female	269	58.5%
Age	18-25	68	14.8%
	26-35	187	40.7%
	36-45	142	30.8%
	46-55	62	13.5%
	>55	1	0.2%
Marital Status	Single	112	24.4%
	Married	289	62.8%
	Divorced	52	11.3%
	Widowed	7	1.5%

Education	MSCE	254	55.2%
Qualification	Certificate	46	10%
	Diploma	107	23.3%
	Degree	51	11.1%
	Master's Degree	2	0.4%
Work	< 1 year	33	7.2%
Experience	1-5 years	113	24.6%
	5-15 years	173	37.6%
	15-25 years	123	26.7%
	>25 years	18	3.9%
Work	Government	266	57.82%
Designation	CHAM	156	33.91%
	GAVI	1	0.22%
	Mixed	1	0.22%
	Organization	1	0.22%
	Private	34	7.39%
	Student	1	0.22%
Work Position	Doctor	3	0.7%
	Nurse	73	15.9%
	H.S.A.	205	44.6%
	Clinician	64	13.9%
	Others	115	24.9%

4.3 Regression Results

Table 2: Regression analysis results

Hypotheses	Path Coefficients(β)	R ²	F	p value	Hypothesis Supported
CC ₁ →JS	.619	.274	172.799	.000	Yes
AD ₂ →JS	.626	.222	130.926	.000	Yes
MC ₃ →JS	.626	.190	107.464	.000	Yes
HC ₄ →JS	.432	.084	41.773	.000	Yes
JS ₅ →TI ₆	-1.127	.622	753.028	.000	Yes

Note: clan culture₁, adhocracy culture₂, market culture₃ and hierarchy culture₄, job satisfactions₅ and turnover intentions.

The hypothesis (H1) tests if clan culture has a significant impact on job satisfaction. The dependent variable Job Satisfaction was regressed on predicting variable clan culture to test the hypothesis (H1). Clan culture significantly predicted job satisfaction since the significant value is .000. The degrees of freedom F (1, 458) =172.799, $p < .001$, which indicates that clan culture can play a significant role in shaping job satisfaction. The ($\beta = .619$, $p < .001$, the results clearly direct the positive effect of clan culture. Moreover, the R Square=.274 depicts that the model explains 27.4% of the variance in job satisfaction.

The hypothesis (H2) tests if adhocracy culture has a significant impact on job satisfaction. The dependent variable Job Satisfaction was regressed on predicting variable adhocracy culture to test the hypothesis (H2). Adhocracy culture significantly predicted job satisfaction since the significant value is .000. The degrees of freedom F (1, 458) =130.926, $p < .001$, which indicates that adhocracy culture can play a significant role in shaping job satisfaction. The ($\beta = .626$, $p < .001$, the results clearly direct the positive effect of clan culture. Moreover, the R Square=.222 depicts that the model explains 22.2% of the variance in job satisfaction.

The hypothesis (H3) tests if Market culture has a significant impact on job satisfaction. The dependent variable Job Satisfaction was regressed on predicting variable adhocracy culture

to test the hypothesis (H3). Market culture significantly predicted job satisfaction since the significant value is .000. The degrees of freedom $F(1, 458) = 107.464$, $p < .001$, which indicates that market culture can play a significant role in shaping job satisfaction. The $(\beta = .626, p < .001)$, the results clearly direct the positive effect of clan culture. Moreover, the $R^2 = .190$ depicts that the model explains 19% of the variance in job satisfaction.

The hypothesis (H4) tests if Hierarchy culture has a significant impact on job satisfaction. The dependent variable Job Satisfaction was regressed on predicting variable adhocracy culture to test the hypothesis (H4). Hierarchy culture significantly predicted job satisfaction since the significant value is .000. The degrees of freedom $F(1, 458) = 41.773$, $p < .001$, which indicates that hierarchy culture can play a significant role in shaping job satisfaction. The $(\beta = .432, p < .001)$, the results clearly direct the positive effect of clan culture. The $R^2 = .084$ depicts that the model explains 8.4% of the variance in job satisfaction.

The hypothesis (H5) tests if Job Satisfaction has a significant impact on Turnover Intentions. The dependent variable Turnover Intentions was regressed on predicting variable Job Satisfaction to test the hypothesis (H5). Job Satisfaction significantly predicted Turnover Intentions since the significant value is .000. The degrees of freedom $F(1, 458) = 753.028$, $p < .001$, which indicates that Job Satisfaction can play a significant role in shaping Turnover Intentions. The $(\beta = -1.127, p < .001)$, the results clearly direct the negative effect of Job Satisfaction. Thus when Job satisfaction increases by one unit, Turnover intentions decreases by -1.127 units. The $R^2 = .622$ depicts that the model explains 62.2% of the variance in Turnover Intentions. This means that job satisfaction accounts for 62.2% of change in Turnover Intentions.

4.4 Discussion of results

The preceding part shows the statistically analysed results. This section makes detailed explanations by combining the above analyses with the investigated institutions' context, the Malawi health sector.

The results of this study generally support the hypothesized model, revealing the significant positive impact of organizational culture on job satisfaction and a negative significant impact of job satisfaction on turnover intentions. From the statistical analyses, the results show that Clan Culture has a significant positive impact on job satisfaction ($\beta=.619$, $\rho=.000$). The results also indicate that Adhocracy Culture has a significant positive impact on job satisfaction ($\beta=.626$, $\rho=.000$). The results further show that Market Culture has a significant positive impact on job satisfaction ($\beta=.626$, $\rho=.000$). the results also indicate that Hierarchy Culture has a significant positive impact on job satisfaction ($\beta=.432$, $\rho=.000$). and finally, results indicate that job satisfaction has a significant negative impact on turnover intentions ($\beta= -1.127$, $\rho=.000$). Consequently, these results are consistent with previous research such as Bellou, (2010); Park and Kim, (2008), Lok and Crawford, (2004), and McKinnon, Harrison, Chow, & Wu (2003) on the relationship between organizational culture and job satisfaction.

However, there are varying degrees by which health workers get satisfied with each cultural type in this context. This variance in the job satisfaction level of employees under different culture types is due to varying characteristics of each culture type. Adhocracy and Market cultures have stronger impact on job satisfaction as evident by their beta and p values.

Adhocracy was one of the most dominating culture type which is associated with higher job satisfaction as compared to other types from the model. Adhocracy is characterized with a dynamic and creative workplace, visionary and innovative leadership. Organizations following adhocracy are bounded by experimentation and innovation. Workers being left free to try new ideas. Kalliath and Morris (2002) evaluated that the level of job satisfaction has a direct relationship with the structure of an organization. Flexible structures increase the job satisfaction of employees while inflexibility decreases the level of job satisfaction.

The results regarding adhocracy culture were similar to that of McKinnon et al. (2003) as employees are more satisfied with their job in organizations that opt for innovation and continuous improvements.

Market was co-most dominating culture type in this model. Market culture is illustrated as a result-oriented work place, tough and demanding leaders, winning the competitions driven working environment and success criteria for such organizations is market share and penetration. Considering the nature of work in the health sector in general, it is satisfying that Adhocracy and Market cultures have significantly higher impact on job satisfaction of health workers in Malawi compared to other culture types. These results concur with the study of Lund. Lund (2003) examined the relationship between organizational culture and job satisfaction among marketing professionals in cross-sectional US firms. The study found that job satisfaction levels differed based on the type of organizational culture present, with higher satisfaction levels reported in firms with clan and adhocracy cultures compared to those with market and hierarchy cultures. The health sector requires some degree of ruthlessness and strict adherence to the goal of achieving health and wellbeing of people whether through creativity and innovation or through tough and demanding leadership as championed by these culture types. There is little or no room laxity from the workers when carrying out their tasks as lives of the people are at stake.

Market and Adhocracy are co-most dominating culture type as evident by their beta values ($\beta=.626$ & $\beta=.626$). This is also reminiscent of the preliminary data test results for correlation matrix where Market and Adhocracy cultures have the highest positive correlation of .723 meaning people prefer the coexistence of these cultures over the others. Similarly, research done by McKinnon et al. (2003) found that employees are more satisfied with their job in organizations that opt for innovation and continuous improvements.

The clan culture is the second most dominating culture type which is associated with job satisfaction, only behind joint first of adhocracy and market cultures. The clan culture has a beta value of $\beta=.619$ and a p value of $p=.000$. Schiuma et al. (2012) found the relation of supportive culture with the job satisfaction of employees and their research results suggested the same as the result of this research that a positive association is there between clan culture and job satisfaction of employees. Clan culture is characterized with a friendly

environment, a parent-figure mentor; organizations following Clan are bounded by trustworthiness, ritual and alliance. They emphasize long term individual development; success is defined in terms of internal ambiance and apprehension for people. Much as health institutions' work is delicate in nature which requires tough and demanding leadership, innovation and creativity on the part of workers, however it is inherent in people to want to feel as members of a family, the organization they are working for.

Hierarchy culture had the lowest significant impact on job satisfaction of the four culture types. The hierarchy culture has a beta value of $\beta=.432$ and a p value of $p=.000$.

Furthermore, regression analysis was conducted to test hypothesis 5, if job satisfaction has significant impact on turnover intentions. The results from the analysis shows that job satisfaction has a negative significant impact on turnover intentions as evident by a beta value of $\beta= -1.127$ and a p value of $p=.000$. This means that job satisfaction and turnover intentions are inversely related. Thus, as job satisfaction increases by one unit, turnover intentions decrease by -1.127 units. With $\beta= -1.127$ means that the change in turnover intentions is so volatile due to change in job satisfaction. The results are in agreement with those from a study by Muhamad and Aliya 2019. Their study examined the level of job satisfaction and turnover intention among nurses in Karachi. The findings showed that satisfaction with organizational policies and strategies, satisfaction with supervision, compensation levels, task clarity, and career development all have significant negative correlation with turnover intention and overall job satisfaction was found to have a significant negative association with turnover intention.

4.5 Theoretical Implications of the study

The study has considerable theoretical implications. The current study contributes considerably to the literature on the Competing Value Model. Firstly, the results of the study demonstrate how Organizational Culture positively affects Job Satisfaction of Healthcare workers. Secondly, the study demonstrates the inverse relationship between Job Satisfaction and Turnover Intentions of Healthcare Workers. While prior studies have already found the positive relationship between Organizational Culture and Job Satisfaction using the Competing Value Framework Model, investigations of its effects on Turnover Intentions of Healthcare workers has been unexpectedly scarce. The findings therefore, provides further support to the view that Job Satisfaction inversely affects Turnover Intentions. Thirdly, while literature is rich with information regarding the impact of Organizational Culture on Job Satisfaction and the effects of the relationship on Turnover Intentions with research done in other countries, findings on the same in the context of Malawi is also unexpectedly scarce. By conducting the survey in Malawi, the study has expanded the geographical scope of the impact of Organizational Culture on Job Satisfaction and its consequences on Turnover Intentions. Thus the study reaffirms that the Competing Value Framework model is applicable in many institutional environments including Malawi health sector. Lastly the study set an important reference point for interested researchers who wish to understand Organizational Culture, Job Satisfaction, or any close related phenomena, from the perspective of the Competing Values Framework Model.

4.6 Practical implications of the study

To improve Job Satisfaction of Malawian health workers, it is necessary to ensure that tenets of Adhocracy and Market culture are implemented in the health sector. Clan culture is also not far behind in terms of its impact on job satisfaction relative to Adhocracy and Market cultures. As such, there is need to incorporate the characteristics of Clan culture in the organizations where need be. In Competing Value Framework Model, there is no "best" or "worst" quadrant to be in. Most organizations will show all of these characteristics to some degree. But what matters is that the characteristics of one, or perhaps two, of the quadrants will be clearly dominant. The "right" quadrant for an organization at a particular time will depend on what it does, where it is in its lifecycle, the conditions in which it operates, its position within the marketplace, and its source of competitive advantage.

There are very few empirical research studies on the relationship between organizational culture, job satisfaction and turnover intentions, specifically in the context of developing countries. This is one of the very few studies conducted to empirically examine the influence of CVF model of organizational culture on job satisfaction and its consequences on turnover intentions. The study therefore closes a significant gap in literature on how organizational culture affects job satisfaction and the resulting consequences on turnover intentions.

However, there is also need for further studies on the same topic to analyze further the relationship between variables. The current study employed linear regression to establish relationships between variables, but other forms of regression analyses and qualitative studies could bring a deeper understanding of the nature of relationships amongst the variables.

Policy makers and Leaders within Malawi Health sector must take an active role to comprehend organizational culture, job satisfaction, and turnover intentions discourses. Established cultural trends must be challenged based on novel empirical evidences such as this study. Leaders must define what satisfies their employees and realize the implications that may result from an unsatisfied work force. Comprehending culture, job satisfaction and turnover intentions holds the potential for success or failure for organizational leaders.

Understanding the variables that affect culture is imperative in creating an organizational environment that allows employees to achieve personal and professional goals.

4.7 Limitations of the study

Just like any other study, this study has its own limitations. Firstly, this research used quantitative methodology to examine the relationships among organizational culture, job satisfaction and turnover intentions. It is possible that there may be other variables that affect or moderate the hypothesized relationship. Further studies, which employ both quantitative and qualitative approaches, can be conducted to explore other possible relationships.

Secondly, the cross-sectional nature of this research confines the study to snapshot statistical relationships without taking into account the possible changes in perception over time. Organizational culture is a dynamic phenomenon; time is needed for developing appropriate organizational culture to impact employees' job satisfaction. A longitudinal approach, which addresses the time lag between cause and effect may enhance understanding of the casual relationships and help determine if there are any other contributing factors.

CHAPTER 5

CONCLUSION

5.1 Introduction

This study focused on Cameron and Quinn's Organizational culture types' impact on Job Satisfaction of healthcare workers in Malawi.

5.2 Conclusion

The study established that there is relationship between organizational culture and job satisfaction as well as job satisfaction and turnover intentions. The results of the study show that there is a positive strong relationship between the four organizational culture types and Job Satisfaction as well as a strong inverse relationship between Job Satisfaction and Turnover Intentions. However, there are varying relationships between job satisfaction and types of organizational culture. Therefore, application of facets of organizational culture types should also be based on these research findings to ensure that the preferred facets of organizational culture are adopted more than the less preferred so that the preferred culture is dominant in the implementing organization. The study has provided an evidence based relationship between organizational culture and job satisfaction as well as job satisfaction and turnover intentions of healthcare workers in the context of Malawi. The research evidence in the context of Malawi health sector was missing in the academic literature. This study therefore bridges this gap in literature and provides the necessary benchmark for further studies.

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APPENDICES

Appendix 1: QUESTIONNAIRE

UNIVERSITY OF MALAWI

DEPARTMENT OF POLITICAL AND ADMINISTRATIVE STUDIES

Dear Respondent:

This questionnaire is designed to get the relevant information for the current study. The objective of the study is to analyze the antecedents of job satisfaction and the resulting consequences on turnover intentions. This study is only for academic purposes i.e. for the requirement of master's degree in Public Administration and Management. Hence, your responses will be kept confidential. The soundness and the validity of the findings highly depends on your genuine responses. Therefore, I kindly request you to fill the questionnaire carefully. Submit the filled questionnaire as soon as possible.

For further clarification, please contact me on: ma-pam-11-21@unima.ac.mw

A. General Information

- I. Gender
 - 1. Male
 - 2. Female
- II. Marital Status
 - 1. Single
 - 2. Married
 - 3. Divorced
 - 4. Widowed
- III. Education Qualification
 - 1. Secondary School
 - 2. Certificate
 - 3. Diploma

4. Degree
5. Master's Degree
6. Doctorate Degree

IV. Position

1. Doctor
2. Nurse
3. Physician
4. Clinician
5. Dentist
6. Optometrist
7. Health Surveillance Assistant
8. Other.....

V. Age Group

1. 18-25
2. 26-35
3. 36-45
4. 46-55
5. Over 55

VI. Work experience

1. Less than 1 year
2. 1 - 5 years
3. 5 - 15 years
4. 15 - 25 years
5. More than 25 years

VII. Designation of your workplace

1. Government Institution
2. Private Institution
3. CHAM Institution
4. Other.....

B. Organizational Culture Assessment Section

The Organizational Culture Assessment Instrument:

This part of the questionnaire consists of items taken from the Organizational Culture Assessment

Instrument (OCAI). The main purpose of the instrument is to assess six key dimensions of institutional culture in your organization i.e. dominant characteristics, institutional leadership,

management of employee, organizational glue, strategic emphasis, criteria of success. Judge how

frequently each statement fits the institutional culture in your organization. Use the following

rating scale, and mark each rating of your choice: 1: Strongly Disagree, 2: Disagree, 3: Somewhat Disagree 4: Undecided, 5: Somewhat agree: 6: Agree and 7: Strongly Agree

1.	DOMINANT CHARECTORISTICS	1	2	3	4	5	6
A	The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.						
B	The organization is a very dynamic entrepreneurial place. People are willing to stick their necks out and take risks.						
C	The organization is very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.						
D	The organization is a very controlled and structured place. Formal procedures generally govern what people do.						
2.	ORGANIZATIONAL LEADERSHIP	1	2	3	4	5	6

A	The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.						
B	The leadership in the organization is generally considered to exemplify entrepreneurship, innovating, or risk taking.						
C	The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.						
D	The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.						
3	MANAGEMENT OF EMPLOYEES	1	2	3	4	5	6
A	The management style in the organization is characterized by teamwork, consensus, and participation.						
B	The management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness.						
C	The management style in the organization is characterized by hard driving competitiveness, high demands, and achievement.						
D	The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.						
4	ORGANIZATIONAL GLUE	1	2	3	4	5	6
A	The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.						
B	The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.						
C	The glue that holds the organization together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes.						
D	The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.						
5	STRATEGIC EMPHASIS	1	2	3	4	5	6
A	The organization emphasizes human development. High trust, openness, and participation persist.						

B	The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.						
C	The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.						
D	The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.						
6	CRITERIA OF SUCCESS	1	2	3	4	5	6
A	The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.						
B	The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.						
C	The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.						
D	The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical.						

C. JOB SATISFACTION SECTION

This is Andrew and Withey Satisfaction scale which was developed by Andrew and Withey (1976). For each of the following statements below, please tell us how you feel about your present job, what things are you satisfied with and what things you are not satisfied with. Please tick the extent to which you believe each item is true with respect to your job. Use the following rating scale and mark a rating of your choice:

1. Terrible, 2: Unhappy, 3: Mostly Dissatisfied, 4: Mixed, 5: Mostly Satisfied, 6: Pleased, 7: Delighted.

No.	Question	1	2	3	4	5	6	7
1	How do you feel about your job?							
2	How do you feel about the people you work with- your co-workers?							
3	How do you feel about the work you do on your job- the work itself?							
4	What is it like where you work-the physical surroundings, the hours, the amount of work you are asked to do?							

5	How do you feel about what you have available for doing your job-I mean equipment, information, good supervision and so on?							
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D. Turnover Intention:

The last measurement used includes three questions from Mobley et al.'s (1978) survey on intent to stay. This scale measures intent to stay using a 7 point Likert-type scale (1 = strongly disagree; 2 = disagree; 3 = Somewhat disagree 4= neutral; 5 = Somewhat agree; 6=agree; 7 = strongly agree).

No.	Question	1	2	3	4	5	6	7
1	I often think of leaving the organization							
2	I intend to look for a new job within the next year							
3	If I could choose again, I would not work for this organization							

End of questionnaire. Thank you for taking part in this study.

Submit.