The Effect of the Organizational Culture Recognized by Irregular Workers on Job Satisfaction and Organizational Commitment

Jae-Won Choi¹, Keo-Young Song², Seok-Kee Lee*³

¹ Doctoral Student, Dept. Of Smart Convergence Consulting, Hansung University, 02876, Korea
² Dept. Of Smart Convergence Consulting, Hansung University, 02876, Korea
³ Professor, Dept. of Computer Engineering, Hansung University, 02876, Korea

blackhole94@hanmail.net¹, kysong1414@naver.com², seelee@hansung.ac.kr*³
Corresponding author*: mobile Phone: +82-010-2071-8319

Background/Objectives: According to the National Statistical Office's August 2018 Survey of the economically active population and additional surveys by type of work, the proportion of irregular workers among all wage earners stands at 32.9 percent. As such, irregular workers play a certain role in various sectors of the corporate organization, but they are a source of conflict within the organization due to treatment inequality and discrimination. Such conflicts within corporate organizations are further cited as causing socioeconomic problems. In this study, we intend to identify the types of organizational culture that affect the job satisfaction and organizational commitment of irregular workers to help establish a desirable organizational culture, mitigate negative conflicts within the organization and improve organizational performance.

Methods/Statistical analysis: This study was analyzed using the 7th survey data of Human Capital Corporate Panel conducted by the Korea Research Institute for Vocational Education & Training. The targets of the survey were team leaders, team members, production workers, and service members, excluding managers and executives of companies, regardless of their business size, and 163 of the survey of irregular workers out of 10,005 surveys for employees were utilized in the analysis. The analysis method was performed using IBM SPSS Statistics 22 for technical statistical analysis, exploratory factor analysis and reliability analysis, and AMOS 22.0 for identification factor analysis, structural model analysis and parametric effectiveness testing.

Findings: The results of the study showed that among the types of organizational culture recognized by irregular workers, only the clan culture had a significant influence on job satisfaction, and that the hierarchical culture, market culture and adhocracy culture did not significantly affect job satisfaction. Second, it has been shown that job satisfaction has a significant effect on organizational commitment. Third, it was found that job satisfaction was mediated in relation to clan culture and organizational commitment.

Improvements/Applications: This study has limitations in generalization because it uses data extracted from survey data of Human Capital Corporate Panel. However, this study is meaningful because it suggests an organizational culture type that affects job satisfaction and organizational commitment of non-regular workers. It is hoped that it will be used as a basis for efficient human resource management for irregular workers.

Keywords: Irregular workers, organizational culture, job satisfaction, organizational commitment, human resource management

1. Introduction

The proportion of irregular workers in the labor market is on increasing tendency due to the rapidly changing industrial structure and the economic environment. Not only that, some new workers voluntarily choose the position of irregular employment to balance their work and family life. As a result, according to the recent market surveys, over than 30% of wage workers are irregular workers and this share has been insurmountable in the labor market. Their increase in the number and the prevalence in diverse sectors of the organization are causing some unexpected socioeconomic problems and one of the most important issue is about their low job satisfaction. To address this problem and stabilize the job market, there is a necessity of the research to find the factors that affect improving the job satisfaction of irregular workers. However, there is little previous research which addresses the
job satisfaction of irregular workers especially in relation to the organizational culture they perceive. Although some studies have found that the organizational culture perceived by the workers of the organization had a significant impact on the job satisfaction and organizational commitment, but the target these studies mainly focused on was the regular workers. To address this issue, this study aims to verify the effect of organizational culture recognized by irregular workers on the job satisfaction and organizational commitment, and to suggest practical implications for effective human resource management.

2. Materials and Methods
2.1. Irregular workers
There is no internationally unified standard for the concept of irregular workers. However, the Organization for Economic Co-operation and Development(OECD) recognizes the short-term employment contract workers, part-time workers and dispatched workers as irregular workers. In Korea, the debate continued over the concept and scope of irregular workers after the 1997 financial crisis. In July 2002, the concept and scope of irregular workers were defined by the Korea Tripartite Commission. According to this agreement, irregular workers are defined as temporary workers, short-term workers (part-time workers), and employees (non-standard workers) in the form of dispatch, service, or calling on the basis of employment type. Vulnerable workers were defined as the working class who needed social protection because of unstable employment and missing from the benefits of the Labor Standards Act and various social insurance benefits[1].

2.2. Organizational culture
The term "organizational culture" was first used in Pettigrew's thesis and referred to the organizational culture as the total source of organizational concepts such as symbols, language, ideology, traditions, and rituals[2]. Organizational culture is defined as a concept that collectively manages the values, norms, rituals, ideas, behaviors and values that the organization must share to achieve a common goal[3]. As for the components of organizational culture, Quinn & Kimberly divided organizational culture into four types: relationship-oriented culture, innovation-oriented culture, hierarchy-oriented culture, and task-oriented culture by combining two opposing levels, flexibility-change, control-order, and internal oriented-external-oriented, respectively, from a competitive value model[4]. Based on the preceding studies, the organizational culture was classified into clan culture, adhocracy culture, hierarchy culture and market culture.

2.3. Job satisfaction
Job satisfaction is the emotional and emotional attitude and value of an individual and the emotional and emotional response of an individual to the psychological, physiological, working conditions, wages and promotions of the members of the organization[5]. Job satisfaction is described as the degree of satisfaction of the needs obtained in accordance with one's aptitude, competence, evaluation and reward as a psychological or emotional state that members of the organization experience or gain through their duties[6].

2.4. Organizational commitment
In a study focusing on dispatched workers, organizational commitment is the commitment of the dispatched workers to their organization because their values are consistent with the organization of the employer. To wish to remain in the organization in the hope of rewards from the user organization, It was defined as the job attitude of the dispatched worker for the will to remain loyal to the organization regardless of compensation[7]. Organizational commitment is like loyalty to an organization, and it can be interpreted as meaning an attitude of active compliance with the goals and values of an organization and an attitude of staying in the organization[8].

2.5. Relationship between Organizational Culture and Job Satisfaction and Relationship between Job Satisfaction and Organizational Commitment
In a study of public enterprises, clan culture, adhocracy culture, and market culture had a significant effect on job satisfaction, but hierarchy culture had no significant effect[9]. In other studies, clan culture and adhocracy cultures had a significant effect on job satisfaction, but market culture and hierarchy culture had no significant effect[10]. A study analyzing the effects of job satisfaction and organizational commitment on organizational culture types showed that job satisfaction of organizational members had a positive influence on organizational commitment[11]. A study of members of social enterprises also found that job satisfaction had a significant effect on organizational commitment[12].

2.6. Research Models and Hypotheses
2.6.1. Research Models
According to previous studies, the organizational culture perceived by the members of the organization has a significant effect on job satisfaction and organizational commitment. However, few studies have been conducted on irregular workers, which account for about 33% of all wage workers. This study designed a research model as shown in figure1 to recognize the perception of the organizational culture types of irregular workers and to learn about the interrelationships between organizational culture (clan culture, hierarchy culture, market culture, adhocracy culture), job satisfaction, and organizational commitment variables.
2.6.2. Hypotheses
Hypothesis 1: The organizational culture perceived by irregular workers will have a positive effect on job satisfaction.
Hypothesis 1-1: Among the types of organizational culture recognized by irregular workers, clan culture will have a positive effect on job satisfaction.
Hypothesis 1-2: Among the types of organizational culture recognized by irregular workers, hierarchy culture will have a positive effect on job satisfaction.
Hypothesis 1-3: Among the types of organizational culture recognized by irregular workers, market culture will have a positive effect on job satisfaction.
Hypothesis 1-4: Among the types of organizational culture recognized by irregular workers, adhocracy culture will have a positive effect on job satisfaction.

Hypothesis 2: Job satisfaction of irregular workers will have a positive effect on organizational commitment.

Hypothesis 3: Job satisfaction will mediate the relationship between organizational culture and organizational commitment perceived by irregular workers.

Hypothesis 3-1: Job satisfaction will mediate in the relationship between clan culture and organizational commitment among organizational cultures recognized by irregular workers.

Hypothesis 3-2: Job satisfaction will mediate in the relationship between hierarchy culture and organizational commitment among organizational cultures recognized by irregular workers.

Hypothesis 3-3: Job satisfaction will mediate in the relationship between market culture and organizational commitment among organizational cultures recognized by irregular workers.

Hypothesis 3-4: Job satisfaction will mediate in the relationship between adhocracy culture and organizational commitment among organizational cultures recognized by irregular workers.

2.6.3. Operational definition and measuring tools of variables
The operational definitions and measurement tools for each variable are shown in Table 1.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Operational definition</th>
<th>Measurement</th>
<th>A leading researcher</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Culture</td>
<td><strong>Clan Culture</strong>&lt;br&gt;Means for the collective information processing process such as discussion, participation and gathering to achieve cohesive purposes such as mood, fraud and cooperation</td>
<td>(1) Our company has a family atmosphere..&lt;br&gt;(2) Our company places importance to unity and sense of unity.&lt;br&gt;(3) Our company places more importance on teamwork.</td>
<td>[3], [4]</td>
</tr>
<tr>
<td></td>
<td><strong>Hierarchy Culture</strong>&lt;br&gt;Means for achieving the purpose of maintaining the continuity of information processing processes such as documents, calculations and evaluations such as stability, control and cooperation</td>
<td>(1) Our company values official procedures, rules and policies.&lt;br&gt;(2) Our company has a top-down communication or information flow&lt;br&gt;(3) Our company has an organizational atmosphere that emphasizes hierarchy.</td>
<td></td>
</tr>
</tbody>
</table>

Table 1: Operational Definition and Measurement
Market Culture
Means for efficiency, productivity, and profit for improved performance of an individual's information processing process, such as purpose clarification, logical judgment and direction concentration

(1) Our company emphasizes competitive atmosphere and achievement.  
(2) Our company values the expertise and skills necessary for the performance of tasks.  
(3) Our company is evaluated based on job performance ability and performance.

Adhocracy Culture
Intuitive information processing processes such as insights, inventions, and innovations can be used to achieve goals such as external dimension, resource acquisition and growth.

(1) Our company encourages change and new attempts.  
(2) Our company is properly rewarded for innovation.  
(3) In our company, creative people are treated more than faithful people.

Job Satisfaction
The degree of satisfaction of the needs obtained in conformity with one's aptitude, ability, evaluation and reward as a psychological or emotional state experienced or obtained through the duties of each member of the organization.

(1) I am satisfied with what I am doing.  
(2) I am satisfied with my wage.  
(3) I am satisfied with my current work relationship.  

Organizational Commitment
It's like loyalty to the organization, and its members are sympathetic to the organization and actively adhere to the organization's goals and values, and to remain in the organization.

(1) I feel as if the problem in this company is my problem.  
(2) If I decide to leave this company, I will lose so much of my life.  
(3) This company is worthy of my loyalty.

### 3. Results and Discussion

#### 3.1. Empirical analysis result

##### 3.1.1. Demographic Analysis

The industrial division distribution of 96 companies was 58.9 percent for the manufacturing sector, 8 percent for the financial sector, and 33.1 percent for the non-financial sector. The gender ratio was 86 for men, 52.8 percent for women, and 47.2 percent for women. By occupation, 42.3% were managers, 34.4% were production workers, 3.1% were service workers, and 20.2% were key professionals. The final distribution of education was 4.9% for middle school graduates, 16% for humanities high school graduates, 8.6% for high school graduates, 14.7% for other high school graduates, 21.5% for college graduates, 31.3% for four-year college graduates, and 3.1% for master's graduates.

##### 3.1.2. Measurement Model Analysis

##### 3.1.2.1. Convergent validity Analysis

Before analyzing the hypothetical relationship among the constructs, confirmatory factor analysis was conducted to test the single dimensionality of each measurement variable. CMIN / DF (<3.0), GFI, CFI, NFI, IFI (> 0.9), AGFI (> 0.8), RMR (<0.05) and RMSEA (<1.0) were used to test the goodness of fit of the data. In order to generate the high fit suggested in the final item, the process of removing one by one based on the SMC (Squared Multiple Correlation) value, which is an indicator used to determine how much the measured variable describes the latent variable, was repeated. Finally, after removing the clan culture1, the hierarchy culture1, the market culture1, the adhocracy culture3, the job satisfaction2, and the organizational commitment1, all the goodness-of-fit indices satisfy the criteria. Except for the standardization regression coefficient, all of them were 0.7 or higher, CR was 0.7 or higher, and AVE was 0.5 or higher. The analysis results are shown in Table 2.

<table>
<thead>
<tr>
<th>Latent variable</th>
<th>Measurement variable</th>
<th>RW</th>
<th>SRW</th>
<th>SE</th>
<th>t</th>
<th>p</th>
<th>CR</th>
<th>AVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clan Culture</td>
<td>CC 3</td>
<td>1.000</td>
<td>0.872</td>
<td></td>
<td>.710</td>
<td></td>
<td>.889</td>
<td>.800</td>
</tr>
<tr>
<td></td>
<td>CC 2</td>
<td>0.967</td>
<td>0.858</td>
<td>0.081</td>
<td>11.904</td>
<td>.509</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
3.1.2.2. Discriminant validity Analysis

After analyzing the measurement model, the discriminant validity of the model was evaluated. As a result of analysis, the squared correlation coefficient between all variables does not exceed AVE value, and it is shown that the validity of discrimination is secured. The results are shown in Table 3.

Table 3: Validity assessment results of the measurement model

<table>
<thead>
<tr>
<th>Latent variable</th>
<th>Clan Culture</th>
<th>Adhocracy Culture</th>
<th>Hierarchy Culture</th>
<th>Market Culture</th>
<th>Job Satisfaction</th>
<th>Organizational Commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clan Culture</td>
<td>.800</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adhocracy Culture</td>
<td>.742</td>
<td>.759</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hierarchy Culture</td>
<td>- .205</td>
<td>-.191</td>
<td>.728</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Market Culture</td>
<td>.630</td>
<td>.745</td>
<td>-.070</td>
<td>.815</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>.632</td>
<td>.634</td>
<td>-.161</td>
<td>.530</td>
<td>.818</td>
<td></td>
</tr>
<tr>
<td>Organizational Commitment</td>
<td>.666</td>
<td>.605</td>
<td>-.169</td>
<td>.574</td>
<td>.664</td>
<td>.672</td>
</tr>
</tbody>
</table>

Annotation) The darker part of the diagonal is the AVE value

3.2. Hypothesis test

The goodness-of-fit of the structural model was found to be satisfactory as χ² = 92.053 (p < .001), TLI = .923, CFI = .949, RMSEA = .082. As a result of structural model analysis, the clan culture has a significant positive effect on job satisfaction. Although it was shown to be influential (β = .388, p < .01), hierarchy culture, market culture, and adhocracy culture did not have a significant effect on job satisfaction. On the other hand, job satisfaction had a positive effect on organizational commitment (β = .735, p < .001). The analysis results are shown in Table 4, and the figures are shown in Figure 2.

Table 4. Hypothesis test results

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Path</th>
<th>Non-standardization coefficient</th>
<th>Standardized coefficients</th>
<th>SE</th>
<th>t</th>
<th>P-value</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hypothesis 1-1 Clan Culture → Job Satisfaction</td>
<td>.339</td>
<td>.388</td>
<td>.113</td>
<td>2.995</td>
<td>.003</td>
<td>adoption</td>
<td></td>
</tr>
</tbody>
</table>
Hypothesis 1-2: Hierarchy Culture → Job Satisfaction

Hypothesis 1-3: Market Culture → Job Satisfaction

Hypothesis 1-4: Adhocracy Culture → Job Satisfaction

Hypothesis 2: Job Satisfaction → Organizational Commitment

Structure model fit

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Path</th>
<th>Indirect effect</th>
<th>P-value</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>3-1</td>
<td>Clan Culture → Job Satisfaction → Organizational Commitment</td>
<td>.286</td>
<td>.028</td>
<td>adoption</td>
</tr>
<tr>
<td>3-2</td>
<td>Hierarchy Culture → Job Satisfaction → Organizational Commitment</td>
<td>-.019</td>
<td>.779</td>
<td>rejection</td>
</tr>
<tr>
<td>3-3</td>
<td>Market Culture → Job Satisfaction → Organizational Commitment</td>
<td>.070</td>
<td>.471</td>
<td>rejection</td>
</tr>
<tr>
<td>3-4</td>
<td>Adhocracy Culture → Job Satisfaction → Organizational Commitment</td>
<td>.226</td>
<td>.124</td>
<td>rejection</td>
</tr>
</tbody>
</table>

3.3. Mediated effect analysis

Bootstrapping method was used to verify the mediation of job satisfaction in the relationship between organizational culture and organizational commitment. As a result of the analysis, job satisfaction is mediated in the relationship between clan culture and organizational commitment, and the analysis results are shown in Table 5.

4. Conclusion

This study analyzed the types of organizational culture perceived by irregular workers and examined how job satisfaction and organizational commitment are affected by the type of organizational culture they perceive. Although this study is about 33% of Korea's wage workers, this study is meaningful in finding an effective human resource management plan related to job satisfaction and organizational commitment of irregular workers who are acting as conflict factors in the organization due to inequality and discrimination. The result is as follows. First, as a result of analyzing the effect of organizational culture type on job satisfaction, clan culture has positive influence on job satisfaction, but hierarchy culture, market culture, and adhocracy culture have no significant effect. This can be interpreted as a difference in perception of organizational culture due to treatment inequality and discrimination between regular and irregular workers. Second, job satisfaction had a positive effect on organizational commitment. Finally, job satisfaction is mediated in the relationship between clan culture and organizational commitment. Based on the results of this study, it is possible to understand the job satisfaction and organizational commitment of irregular workers who play a certain role in various organizations and help to introduce efficient human resource management. The implications of this study will be approached from two academic and practical perspectives. From
an academic point of view, we analyzed the effects of organizational culture on job satisfaction and organizational commitment in irregular workers. From a practical point of view, it was found that the clan culture is the type of organizational culture that can improve job satisfaction and organizational commitment of irregular workers who play a role in various industries. From a manager's point of view, the manager should create an organizational atmosphere like a family, emphasize the ignition and participation among regular and irregular workers, minimize the difference in working environment and treatment, and build a relationship culture. Leadership will be needed. In addition, from the perspective of the members of the organization, it is necessary to create a cooperative atmosphere through communication and information sharing between members, regardless of regular and irregular workers, and to share the perception of an organization. This study has limitations in applying to general companies because the research subjects are data extracted from survey data of Human Capital Corporate Panel, and there are limitations in empirical analysis due to the limitation of the questions about the variables to be measured in the survey itself. However, this paper suggests an organizational culture type that has a positive effect on job satisfaction and organizational commitment of irregular workers, which is relatively lacking in research.

5. Acknowledgment
This research was financially supported by Hansung University.

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