

Managing Change Organizational Restructuring And Employee Trust And Job Satisfaction: An In-Depth Analysis

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Abstract: The present study endeavors to examine the plausible correlation between an individual's degree of organizational trust and their level of job satisfaction, within the setting of the National Bank of Pakistan. This research delves into a more comprehensive examination of the impact of organizational culture on the variables under consideration. Trust and job satisfaction are widely recognized as crucial factors in the workplace, as they play a significant role in promoting the long-term stability of an organisation and the well-being of its members. The objective of this research is to equip organizations with the requisite understanding to evaluate their existing cultures and, if deemed essential, establish a milieu that promotes enhanced levels of employee trust and contentment. A study will be conducted to assess organizational trust across four distinct dimensions: openness/honesty, reliability, concern for employees, and identity, with the aim of examining their interrelationships. The results of this inquiry may provide significant perspectives for entities seeking to enhance their organizational environment and enhance employee self-assurance.

INTRODUCTION:

Background:

A considerable proportion of enterprises are experiencing a reduction in size within the contemporary corporate environment due to sluggish growth. Regrettably, in cases of employee termination, it is often observed that the same organisation does not re-employ the affected individuals, thereby necessitating their pursuit of alternative employment opportunities. The implementation of such a tactic by enterprises suggests an inadequate recognition of their workforce, thereby impeding the establishment of a mutually reliant and trustworthy association between the corporation and its staff. In contrast, high-performing organizations acknowledge the significance of their workforce and cultivate a culture of interdependence among all stakeholders, comprising employees, suppliers, and customers.

The significance of trust within an organizational setting operating at an elevated level cannot be overstated. According to Costigan, Ilter, and Berman's

(1998) argument, the act of empowering individuals requires managers to demonstrate a sense of assurance in their capacity to effectively execute delegated responsibilities. In a conducive work environment that promotes trust, employees can effectively utilize their ideas and viewpoints as valuable resources, while also engaging in collaborative knowledge acquisition. Distrust among individuals may result in a tendency to operate independently, impeding the flow of ideas and ultimately impeding the progress of innovation. Individuals endeavor to operate within a setting that cultivates a culture of respect and trust, affording them the opportunity to make significant contributions towards the attainment of the organization's aims and objectives. The participants exhibit a pronounced inclination to showcase their competencies and achieve objectives within the context of a driven collective. Individuals are afforded the chance to attain their preferred degree of accomplishment by being employed in establishments that operate at an elevated standard. As per the United States Department of Labour Office, providing employees with

opportunities to generate significant outcomes has a favorable influence on the quality of the goods or services they provide. The amalgamation of this element with the practice of knowledge sharing is associated with elevated levels of job contentment, employee dedication, superior quality, and augmented customer satisfaction. High-performing organizations tend to engage in the practice of disseminating pertinent information to their employees. This practice has been shown to enhance cognitive capabilities, optimize job performance, and cultivate a sense of individual role significance among employees.

According to Schein's (1985) conceptualization, the term "organizational culture" refers to the shared set of values, assumptions, and beliefs that are held by the members of an organisation. According to Schein (1985), an organization's fundamental values exert a significant impact on individuals' behaviour, shaping their choices and conduct. The scholarly community has devoted significant attention to the influence of organizational culture on employee conduct and organizational effectiveness, as evidenced by the works of Schein (1985) and Quinn (1988). To enhance comprehension of the direct and indirect impacts of organizational culture on organizational performance, further empirical evidence is required. Previous studies (e.g., Quinn & Spreitzer, 1991; Cameron & Freeman, 1991; Denison & Mishra, 1995; Denison, 1990) have investigated the correlation between multiple cultural factors and diverse measures of performance. The aim of this study is to analyze the correlation between organizational culture and performance by exploring the immediate and long-term impacts. Siehl and Martin (1990) posit that organizational effectiveness is influenced by employee attitudes, which are in turn shaped by cultural factors. Our study aims to investigate the claim by analyzing the intermediary function of employee trust in the correlation between culture and effectiveness. According to Frazier (2004), mediating variables are conceptualized as constructs that explicate the mechanism through which a predictor variable exerts its influence on an outcome variable, thereby elucidating the association between the two variables. The definition in question underscores the importance of understanding the fundamental mechanisms that link predictor and outcome variables. The literature has demonstrated a correlation between organizational culture and effectiveness. The specific

mechanisms that underlie this association, however, have not been thoroughly examined. The objective of this research is to address the knowledge disparity by examining employee attitudes as a plausible explanatory mechanism that elucidates the impact of organizational culture on performance.

Individuals tend to affiliate with diverse organizations that function as social frameworks throughout their professional trajectories, thereby influencing the nature of interpersonal relationships among members. Organizations exert a significant influence on social phenomena related to their establishment and sustainability, as they are guided by specific goals, establish demarcations, and possess clearly delineated frameworks for human pursuits. In other words, collaborative efforts are imperative in facilitating individuals to attain their objectives. The primary objective of our research is to demonstrate how collaboration among organizations can effectively address the needs of individuals. The need for enhanced operational assessments to enhance organizational efficiency is often prompted by organizational intricacies and environmental shifts. Enhancing efficiency is a crucial factor in expediting the progress of an organisation.

When assessing the effectiveness of an organisation, it is crucial to consider several significant criteria. The satisfaction of customers is a crucial factor that significantly impacts the efficacy and productivity of an organisation. Furthermore, the contentment of the workforce is a crucial factor in the prosperity of enterprises. To attain maximum performance, it is imperative for organizations to give precedence to the establishment of a workplace culture that accentuates the enhancement of employee satisfaction. There exists a positive correlation between the level of job satisfaction and engagement among employees and the overall performance of the organisation. Organizations that give precedence to the requirements of their clientele have a higher probability of attaining customer contentment, which may result in enhanced fiscal outcomes and growth. Moving forward, the present inquiry will incorporate metrics of efficacy such as employee contentment, client engagement, corporate social responsibility, as well as financial and growth achievements.

Considering the importance of organizational culture and growth in attaining organizational success, a multitude of studies have been conducted to ascertain

these factors (Crossan & Apaydin, 2010). The determinants can be categorized into factors that impact individuals, institutions, and surroundings. Academic literature highlights various pertinent factors at the organizational level, such as size, organizational structure, strategy, leadership, human resource practices, financial backing, and organizational culture (Damanpour, 1987, 1991; Mumford, 2000). Miron, Erez, and Naveh (2004) define organizational culture as the collective values, beliefs, and underlying assumptions held by individuals within an organisation.

Compensation and incentives play a vital role in fostering employee contentment and involvement within organizational settings. Virabella (1999) posits that the compensation and benefits package provided to employees is perceived as a means of remuneration and reward. Melty and Marzetti (1998) posit that remuneration acts as a monetary incentive, fostering employee contentment even in arduous work settings. Mclelland's (1967) thesis posits that compensation serves as a strategic mechanism for organizations to attract, motivate, and retain their employees, thereby aligning with the organization's objectives and principles. The literature acknowledges that employee pay beliefs are subjective and serve as a reference point for their expectations, as noted by Tang (1992). According to Ghazanfar Khan and Bashir (2011), it is imperative to design compensation plans that are proportional to an employee's value and that consider their level of expertise, time commitment, and exertion. Performance-based remuneration practices have been found to enhance employee satisfaction and align with the objectives of the organisation.

Job satisfaction is a non-tangible measure that indicates an employee's positive emotional response towards their work. The concept pertains to the degree of job satisfaction experienced by an employee and functions as a stimulus for heightened efficiency, dedication, and decreased stress. Throughout the course of history, the concept of job satisfaction has undergone a transformation and has emerged as a crucial factor for both humanistic and pragmatic reasons. Prominent organizations acknowledge the importance of prioritizing the retention of personnel and improving the alignment between employees and the organisation. Various parameters have been proposed by scholars and experts to measure job satisfaction. The Job Characteristics Model, Process

Theory, Reference Group Theory, Discrepancy Theory, and the Dispositional Approach are among the theories that have been identified. Maslow's Hierarchy of Needs is a well-known concept in the field of psychology.

The level of job satisfaction among employees is significantly influenced by their perceptions of the benefits offered by their employer and the degree of convenience associated with them. Consistent with Spector's (1994) conceptualization, job satisfaction refers to the extent to which individuals experience positive or negative affect towards their work. Cranny (1992) posits that job satisfaction pertains to an individual's affective response that ensues from evaluating their realized outcomes against their expected goals. According to Sheikh (2012), job satisfaction can be described as a positive emotional state that results from an individual's evaluation of their work and performance, as well as the pleasurable affective state that is associated with one's employment. The correlation between job satisfaction and employee well-being is a crucial factor that has a substantial impact on both individual and organizational performance. It is imperative to prioritize the wellbeing of employees as failure to do so may result in suboptimal work performance, heightened absenteeism, frequent sick leave, and elevated rates of employee turnover.

The impact of the prevailing organizational culture on the interplay between work satisfaction, organizational commitment, and attitude towards organizational change is noteworthy. Several studies conducted in both Eastern and Western societies have identified a modest yet noteworthy correlation between organizational commitment and job satisfaction among academic and support personnel. The normative and emotional commitment of individuals is significantly influenced by extrinsic, intrinsic, and general job satisfaction. Moreover, a correlation exists between organizational change and job satisfaction that is proportional in nature. The concept of "organizational change" pertains to initiatives or undertakings that are implemented with the aim of modifying the configuration, objectives, or occupational responsibilities of a given entity. The interaction between workers and the organisation is mediated by affective, cognitive, and instrumental reactions.

The present investigation presents an innovative theoretical construct that emphasizes the bidirectional association between job satisfaction and workplace behaviour. Within the realm of organizational psychology, it is widely acknowledged that the job attitudes and workplace behaviour of employees are crucial factors in determining the success of an organisation. There exists a reciprocal relationship between job satisfaction and work behaviour. Numerous scholars, including Organ and Ryan (1995), Judge (2001), Riketta (2008), and Ng et al. (2009), contend that job satisfaction has a significant impact on workplace behaviour and that the relationship between the two is mutually beneficial. Assessing the perceived level of satisfaction in relationships is a critical aspect to consider in the analysis of how social connections impact the financial welfare of employees.

Keywords:

Organizational culture, Job satisfaction, Employee trust, Organizational performance, Compensation and incentives

RESEARCH OBJECTIVES:

The objective of this study is to establish clear and concise research goals.

- The objective is to evaluate the degree of trust present in conventional organizational structures.
- The objective of this investigation is to assess the degree of job contentment among enterprises that adhere to conventional organizational frameworks.
- The objective of this research is to ascertain whether a correlation exists between individual-level job satisfaction and individual-level organizational trust in companies with conventional structures.

ESTABLISHMENT OF ORGANIZATIONAL TRUST: CRUCIAL FACTOR IN SUCCESSFUL PERFORMANCE WITHIN THE WORKPLACE:

Thriving in the workplace is a multifaceted state that requires the integration of educational elements, rather than simply existing. According to Spreitzer (2005), to achieve personal growth and thrive in a work environment, it is crucial to incorporate both

intellectual and emotional dimensions into one's approach. The absence of certain factors may impede an employee's success, despite their vivaciousness.

Trust plays a crucial role in sustaining social relationships, particularly in collaborative activities that necessitate dependence on others. Due to the multifaceted nature of trust, there exist numerous definitions of the concept, rendering its precise definition a challenging task. The original conceptualizations of trust placed significant emphasis on the notion of collaboration in the presence of risks, prior to broadening to encompass the expectation of others' commitment to fulfilling promises. As per contemporary definitions, trust is a characteristic of a group rather than an individual attribute (Makiewicz, 2011). Presently, trust is perceived as an individual's confidence in the motives of their associates, with the expectation that these motives align with the overarching objectives of the entity. This perspective underscores the ubiquitous attributes of trust, including dependence on others, willingness to assume risks, and vulnerability to potential losses, all of which necessitate patience, consistency, and integrity for trust to be effectively established.

The initial investigations on organizational trust primarily focused on educational contexts, exploring the impact of trust on teachers' reliance on other stakeholders. Although there has been a surge in contemporary research on the advantages of trust within academic institutions, these studies have primarily focused on strategies for cultivating trust within educational organizations. These studies priorities the examination of trust levels among various stakeholders in the school environment, such as educators, school officials, pupils, and guardians. The formation of interpersonal connections within the school setting is largely predicated on social interaction, thereby underscoring the criticality of trust. This is since every staff member of an educational institution bears responsibilities that are associated with their respective roles. The fulfilment of these requisites has an impact on the perception of the behaviour of other individuals. Trust can be considered a crucial element in any social interaction that takes place within a training or educational context. Several studies have underscored the significance of trust in cultivating an optimal work setting, highlighting its criticality to the efficient functioning and growth of any institution.

Theoretical Perspectives on Organizational Trust:

According to Gambetta's (1988) definition, Organizational Trust (OT) refers to the collective evaluation made by employees regarding an organization's reliability. Trust is established through a social exchange mechanism as posited by Blau (1964), whereby employees assess the effectiveness of senior management by analyzing their actions and observing the work environment. Seal (1998) posits that the process of establishing trust in an individual or an organisation commences with an assessment of their attributes, and that trust-based associations are forged through direct personal interactions, particularly with influential figures. According to Connell and Mannion (2006), trustworthy cultures mitigate ambiguity and uncertainty by upholding the commitments made by top-level management. This perspective underscores the mutual aspect of trust, wherein staff members react to the trust demonstrated by their superiors. Conversely, if an entity's frameworks, roles, and ethos communicate a deficiency in trust towards its staff, the latter will respond with skepticism.

The findings of Shockley-Zalabak, Ellis, and Wirogard's (2000) research suggest that organisation that possess elevated levels of trust tend to exhibit greater success, adaptability, and creativity compared to those with lower levels of trust. On the contrary, Sonnenberg (1994) posits that distrust has the potential to impede one's ability to make sound judgements, elevate stress levels, and impede the capacity for innovation and creativity. McCauley and Kuhnet's (1992) research suggest that trust in an organisation is associated with systemic factors such as job stability and the equity of the organization's performance evaluation system. According to Mishra's study conducted in 1996, a greater level of trust among employees is positively correlated with their inclination to work collaboratively towards achieving team and organizational objectives.

The phenomenon of globalization underscores the imperative of establishing organizational trust:

The contemporary workplace faces a range of challenges that require attention. These include promoting diversity, fostering cultural sensitivity, enhancing workplace democracy, navigating global

networks, managing complex organizational structures, leveraging information technology, and effectively distributing decision-making responsibilities across diverse processes or circumstances. As per the findings of Shockley-Zalabak (2000), the concept of organizational trust pertains to the positive anticipations that individuals hold regarding the conduct and motives of multiple members of an organisation, considering their respective organizational duties, affiliations, encounters, and loyalties.

Trust has become a crucial element in the contemporary business landscape. Employees possess the belief that their superiors would exhibit loyalty towards them even in the face of challenging situations and refrain from terminating their employment abruptly. Trust and reliability are distinct concepts, despite their interrelatedness. The establishment of trust is predicated on the foundation of reliability, as it engenders favorable anticipations for the trusted party and provides a rationale for placing one's trust in them (Mayer, 1995).

According to McKnight (1998), the concept of trust can be deconstructed into two interrelated components, namely, trust in intentions and trust in beliefs, as previously delineated. Trusting intentions refer to the inclination of the trustor to subject themselves to the actions of another individual or group in a situation that involves risk. In contrast, the assessments made by trustors regarding the dependability of the counterparty are referred to as their "trusting beliefs." The trusting intentions of individuals are shaped and guided by their trusting cognitions. Consequently, individuals or organisation that exhibit greater levels of trustworthiness are more likely to elicit trust from the trustor and encourage them to undertake risks.

The Perspective of Management Consultants Regarding Organizational Trust:

Trust is regarded as a stabilizing factor that fosters diverse social interactions among individuals within an organizational context. The establishment of trust is a crucial component in fostering interpersonal cohesion and concordance. Interpersonal connections and trust are fundamental aspects of various domains of human existence, including the workplace. Such factors foster a robust level of trust between an organisation and its workforce. The establishment of

trust has the potential to facilitate the accurate resolution of both local and international issues. This study is based on the social exchange hypothesis, which was proposed by the sociologist George Homans.

The relationship between an organisation and its employees is closely intertwined and mutually influential. The reciprocity of expectations between employees and their respective organisation is a fundamental aspect of the employment relationship. Employees anticipate that their organizational needs will be met, while organisation anticipate that their employees will contribute to the attainment of their objectives. In the present scenario, trust plays a pivotal role in ensuring the contentment of all involved parties. The Employee Organisation Relationship (EOR) serves as a prime example of this interrelation. A robust Employee-Organization Relationship (EOR) can facilitate the development of enduring relationships between the company and its workforce. If employees possess confidence in their manager, it is probable that they will have greater trust in the organisation. The organisation offers a range of incentives, job security, and a favorable work environment with the aim of retaining talented personnel. When employees perceive that they are trusted, they are more inclined to undertake risks and surmount challenges in the interest of the organisation. This, in turn, fosters the generation of innovative concepts that are mutually beneficial to both the employer and the company.

Dimensions of Organizational Trust:

There exist two distinct viewpoints regarding trust within an organisation, namely interpersonal and institutional. The phenomenon of two individuals relying on each other and making decisions while being vulnerable to potential harm is commonly known as interpersonal trust, as stated by Hosmer (1995). Institutional trust pertains to commonly embraced values among members of a society, which are expected to promote integrity, morality, and collaborative conduct (Fukuyama, 1995). According to Mishra (1996), trust can be defined as the willingness of a party to be vulnerable to others based on their perception of the attitudes of those others, including their effectiveness, consistency, relevance, and firmness. Bromiley and Cummings (1996) assert that the qualities under consideration are essential to

both interpersonal and institutional viewpoints on trust.

JOB SATISFACTION:

Bernardin (2002) posits that compensation encompasses various forms of pecuniary benefits and tangible perks that employees receive in the course of their employment engagement. Mirabella (1999) posits that a reward is equivalent to the monetary value of a salary. Employees perceive their remuneration as a form of gratuity. According to Meltz and Marzetti (1988), pay differential serves as a monetary motivator for promoting job contentment and employee retention in highly competitive sectors. Compensation is a strategic instrument utilized by managers to attract, retain, and motivate employees towards achieving predetermined goals and objectives. The determination of remuneration value is subjective, as it is based on the employee's perception (McClelland, 1967) and serves as a standard for making assessments or evaluations (Tang, 1992). It is commonly expected by employees that a reward system will exhibit impartiality, fairness, and consistency with respect to their abilities and exertions. The issue of salary and its allocation is a significant concern in the field of human resource management (HRM), as it serves as a means of conveying an organization's priorities to its workforce (Ghazanfar, Chuanmin, Khan, & Bashir, 2011).

According to Bryant (2003), robust leadership is a crucial factor for the success of an organisation. Numerous leadership styles, strategies, and approaches are employed based on environmental factors, human traits, and cultural contexts. Zahiri and Shurbagi (2012) assert that competent leaders adapt their leadership roles and approaches to suit the specific needs of their organisation. This is a significant observation.

Numerous studies have investigated the correlation between the nursing work environment and the outcomes of nurses. A study of considerable magnitude was conducted in the United States by Aikens et al. (2008) involving a sample size of 232,342 surgical patients from 168 hospitals and 10,184 nurses. The study indicates a correlation between a conducive work environment for nurses and various outcomes such as job satisfaction, intention to leave, and burnout. The study conducted by Rochefort and Clarke (2010) aimed to examine the correlation

between the nursing work environment and nurse-related outcomes, such as burnout, job satisfaction, and nurses' perceptions of the quality of care provided. The study suggests that the nursing work environment exerts a significant influence on the outcomes of nurses. To optimize these outcomes, it is recommended that periodic assessments of the nursing work environment be conducted.

Vroom (1964) posited that job satisfaction is a psychological construct that pertains to the affective bond that individuals form with their jobs and work environments, which in turn motivates them to exhibit enhanced levels of performance. According to Hoppok and Spielgler's (1938) definition, job satisfaction refers to a set of positive workplace conditions that engender a feeling of contentment and fulfilment among employees with respect to their work. Clark (1997) posits that employee dissatisfaction can lead to substandard work and feelings of estrangement.

The level of job satisfaction exhibited by an employee is a significant indicator of their commitment to the organisation. The provision of opportunities for professional development and personal investment in the company can have a positive impact on employee self-esteem and foster the growth of their professional competencies. It is imperative for employers to cultivate a work environment that motivates their employees to achieve superior results.

Organizations rely on the efficacy of their workforce to achieve their strategic goals and remain competitive in their respective industries. Lado and Wilson (1994) and Dessler (2011) assert that identifying the appropriate individual for a specific job is a challenging yet crucial aspect of enhancing organizational efficiency. Various methodologies exist to measure job satisfaction, as noted by Aziri (2011). Al Ahmadi (2009) posits that organisation ought to strive towards augmenting the linkage between their workforce and the enterprise, given that employee commitment constitutes a pivotal facet.

Muchinsky and Monahan (1987) identified two distinct features of job satisfaction, namely, supplemental versus complementary and demand-abilities versus needs-supplies. Complimentary fit pertains to an employee utilizing their skills to address a void within the organisation, whereas supplementary fit materializes when there is congruence between the organization's culture and the individual's values. The enhancement of performance can be attributed to

commitment, performance, and personal attachment to one's profession, as indicated by research conducted in the 1990s (Saleh & Ndubisi, 2006; Aris, 2007). It is imperative for employers to ensure that workers are appropriately matched with their respective positions, as failure to do so may result in reduced productivity and inadequate customer service. Lawrence (2004) posits that organisation run the risk of experiencing reduced levels of employee engagement and contribution when they fail to recruit the most suitable candidate for a given position.

The concept of job satisfaction is multifaceted and has been subject to diverse interpretations in scholarly literature. According to Schneider and Snyder's (1975) perspective, it can be construed as an individual's subjective assessment or reaction to external stimuli, whereas Ilies and Judge (2004) propose it as a disposition towards fulfilling work-related responsibilities. Cummins (1990) highlights the significance of employee happiness in achieving organizational success. According to the author, employee happiness is imperative for fostering strong revenue and organizational loyalty.

This perspective espouses the assertion made by Galbreath (2006) that employees hold significant stakeholder status within their respective organisation. According to Locke's study conducted in 1969, there is a correlation between employee discontentment and the occurrence of conflicts and substandard work output. The success of an organisation is contingent upon the contentment and productivity of its employees, as evidenced by restaurants located in bustling urban areas.

The nursing profession serves as a clear illustration of the implications of job satisfaction. Despite extensive research, nurses still experience high levels of job dissatisfaction, which has a significant impact on their work environment (Spector, 1994; Robbins, 2003). Robins (1989) and Kalleberg (1977) posit that job satisfaction exerts an influence on an individual's overall disposition towards their occupation and contributes to their psychological well-being in the workplace.

Job satisfaction is an emotional state that denotes the pleasure employees derive from their work, as per the comprehensive comprehension of the concept (Shaikh, 2012; Fritsch and Parrish, 2005; Smith, 1969; Cranny, 1992). The current terminology aligns with Porter's (1961) conceptualization, wherein job

satisfaction is associated with the perception of equitable remuneration. As per the studies conducted by Agho et al. (1992) and Hodson (1991), a crucial determinant of job satisfaction is the overall sentiment of employees towards their work.

Vroom's (1964) assertion posits that the primary catalyst for enhanced job performance is the emotional disposition of employees towards their work. Clark (1997) posits that feelings of alienation from the organisation may stem from dissatisfaction and can have a detrimental impact on job performance. The notion presented is substantiated by the research conducted by Hoppok and Spielgler (1938), which underscores the significance of conducive work settings in fostering job contentment.

Extensive research has been conducted on the central concept of job satisfaction within the field of organizational psychology, as evidenced by studies conducted by Hackman and Oldham (1976), Haque and Aston (2016), and Haque (2015). The literature suggests a positive correlation between employee satisfaction and work-related behaviour that have been shown to enhance productivity and improve the quality of output (Aziri, 2011; Haque, Faizan, & Cockrill, 2017; Armstrong, 2006). Leadership has a significant impact on job satisfaction, as well as employee confidence and engagement.

Locke (1969) posited that job satisfaction is a pleasurable affective state that arises from an individual's evaluation of their job or work-related encounters. Kerner et al. (2015) assert that a means of assessing this phenomenon involves examining employees' overall perceptions of their respective occupations. The correlation between job satisfaction and patient outcomes, including but not limited to length of hospital stay, medical errors, and perceptions of care quality, is a topic of significant interest.

Scholars from different disciplines such as economics, humanitarianism, and ethics have directed their attention towards the concept of job satisfaction, which is considered a vital element of organizational culture (Balzer, 1997; Chelladurai, 1999). The subject under discussion has garnered significant attention in the academic community, with over 5000 articles and dissertations dedicated to it. As such, it is considered a pivotal component of the field of organizational behaviour (Cranny, Smith, & Stone, 1992; Mitchell & Larson, 1987).

Research has established a correlation between elevated job satisfaction and reduced occupational stress, decreased turnover, and diminished psychological distress among bank personnel. These outcomes have been found to contribute to enhanced job performance (Ahamad, 1992; Davis, 1992). Mallik and Mallik's (1998) findings reveal that bank managers tend to report lower levels of job satisfaction despite their greater involvement in their job responsibilities as compared to clerks and other staff members. Moreover, the impact of communication efficacy in banking institutions with multiple branches has implications for both employee productivity and job contentment (Walther, 1988). The banking industry's job satisfaction is subject to various factors, such as pay grade and promotional opportunities, as noted by Singh and Kaur (2009) and Sowmya and Panchanatham (2011).

Belias and Koustelios (2014) proposed that a comprehensive evaluation of job satisfaction can serve as a preventive measure against burnout in the banking industry. The definition of job satisfaction is a complex matter due to its multifaceted nature, which includes various aspects such as healthy employer-employee relationships, a comfortable work environment, motivation, leadership, and others (Weiss, 2002).

Several researchers (Guarino, Santibañez, & Daley, 2006; Koustelios, Karabstzaki, & Kousteliou, 2004; E. Skaalvik & S. Skaalvik, 2009; Zembylas & Papanastasiou, 2006) have emphasized the significance of teaching and comprehension in the context of job satisfaction. Scholars have highlighted the significance of employing supportive teaching techniques and fostering motivation to attain a comprehensive comprehension of job satisfaction (Day, Sammons, Stobard et al., 2007; Johnson & Birkeland, 2003; Scheopner, 2010; Weiss, 1999).

The significance of stress management in guaranteeing job satisfaction is emphasized by E. Skaalvik and S. (no further information provided) According to Skaalvik's research conducted in 2011, there were two studies (a and b). The authors emphasize that a work environment characterized by high levels of stress has the potential to inflict considerable harm on employees, resulting in reduced levels of job satisfaction. Scholars have examined the significance of educational and social values in creating a favorable atmosphere for job satisfaction.

This topic has been explored by Johnson and Birkeland (2003) as well as Klassen and Chiu (2010). Vroom (1964) underscored the importance of job satisfaction as a crucial factor in motivating employee engagement and productivity. Hoppok and Spielgler (1938) posit that job satisfaction is closely linked to the psychological milieu, wherein employees experience contentment and happiness.

According to Clark's (1997) findings, there are several significant factors that can result in employee discontentment, including but not limited to infringement of employee rights, hazardous working environments, unaccommodating team dynamics, and inadequate recognition from superiors. Through the implementation of measures aimed at reducing these challenges, entities can significantly augment employee contentment, resulting in elevated efficiency and financial gains.

Ahmad and David (1992) conducted a research study that demonstrated a positive correlation between employee satisfaction in the banking industry and various factors, including decreased occupational anxiety, heightened job achievement, reduced turnover expectations, and lower psychological anxiety. In 1988, Walther conducted a study that presented a comprehensive examination of the hierarchical arrangement of bank employees. The study revealed that bank managers exhibited a higher degree of engagement in their job responsibilities and duties in comparison to clerks and sub-staff. In terms of job satisfaction, bank managers exhibited comparatively lower levels of contentment.

The study examined the correlation between employee contentment and diverse factors, including organizational framework, remuneration, public or private sector occupation, and prospects for advancement. Belias (2013) found that the examination of job satisfaction in a particular country, such as Greece, revealed intricate connections between job satisfaction and various occupational factors and standards. These factors encompassed demographic categories, such as gender, age, work experience, and job position.

Belias and Koustelios (2014a) have substantiated that the contentment of employees with their job is contingent not only upon demographic variables but also on the organizational culture, management, and public support. Belias and Koustelios (2014b) conducted a study which revealed that

transformational leadership can have a favorable impact on various employee-related factors such as job performance, job contentment, and job commitment. Belias and Koustelios (2014c) have emphasized the significance of general job stress on bank personnel, which may have adverse effects on job contentment and result in unfavorable job encounters.

The presence of conflicts within organisation has been recognized as a significant contributor to reduced levels of job satisfaction, as noted by Tosi and Tosi (1970) and Tosi (1971). The proposition put forth by Greene and Organ (1973) advocates for the implementation of a code of conduct to effectively manage conflicts. This measure is suggested to be undertaken with the endorsement of the board of directors. According to Fisher (2002), it was contended that conflicts engendered unfavorable consequences such as anxiety, frustration, irritation, and fear, thereby eliciting negative emotions. Jones (1993) proposed an opposing perspective, contending that conflicts may yield favorable outcomes by stimulating employees to increase their work output and exert additional efforts towards resolving the conflict.

To enhance employee job satisfaction and mitigate conflicts, it is recommended that organisation establish standard operating procedures (SOPs) for conflict resolution. These procedures should be sanctioned by the board of directors and subject to periodic revisions. According to Cole and Cole's (2005) research, there exists a positive correlation between employee satisfaction and engagement and organizational performance, which can be assessed through various factors such as company productivity, financial profit, employee turnover, and customer satisfaction.

The significance of effective leadership in achieving organizational success has been widely acknowledged in scholarly literature. Leaders are capable of exerting influence on their subordinates and instilling a sense of purpose within them (Bethel, 1990; Bohn & Grafton, 2002). According to Heilbrun (1994) and Hong (2001), leaders were accountable for task allocation, fostering assurance, and directing personnel towards accomplishing the objectives of the organisation. According to previous research conducted by Draught (2001) and Hejiden (2004), leadership styles that prioritise development and comprehension have been shown to have a positive

effect on job satisfaction, employee conduct, and productivity.

The notion of a learning organisation prioritises both individual and collective endeavours aimed at enhancing organizational performance, as posited by Kochan and Useem (1992), Mathews (1994), and Redding (1997). According to Senge (1990), learning organisation exhibited a high level of collaboration and efficacy by utilizing their combined expertise and established procedures to attain their objectives. The authors Aksu and Ozdemir (2005) emphasized the importance of future planning and continuous improvement to enhance organizational performance and effectively respond to dynamic environments.

Several factors influenced job satisfaction among teachers in the education sector. Dinham and Scott (1998) have identified that intrinsic rewards, extrinsic factors associated with the school, and school-based factors have exerted an influence. The level of contentment among teachers was contingent upon their pedagogical approaches, the strategies they employed to involve students, and the models and exercises they utilized to foster the acquisition of knowledge. According to Guarino, Santibañez, and Daley (2006), Scott, Stone, and Dinham (2001), and Watt and Richardson (2008), educators who interacted with enthusiastic and imaginative pupils who displayed a keenness for education and instruction experienced greater levels of professional contentment.

Educational institutions that prioritized physical activities, allocated sufficient financial resources, and fostered educational endeavors were found to have a favorable influence on the job satisfaction of teachers. The level of autonomy afforded to educators, which enables them to exercise discretion in determining the content and methodology of instruction, was a contributing factor to their job satisfaction (Guarino, Santibañez, & Daley, 2006; Scott, Stone, & Dinham, 2001; Watt & Richardson, 2008; Papanastasiou, 2006). Job satisfaction was influenced by various factors such as the feedback and support received from parents and colleagues, the occurrence of disciplinary issues, and time constraints, as reported in studies conducted by Day, Sammons, Stobard et al. (2007), Johnson & Birkeland (2003), Scheopner (2010), and Weiss (1999). According to Skaalvik and Skaalvik's (2011a, b) research, educators who perceived themselves as esteemed and recognized within the

academic community exhibited greater levels of job contentment.

The level of job satisfaction experienced by nurses was found to be impacted by both the work environment and the capacity to fulfil the needs of patients. Nurse job satisfaction is influenced by various factors, including a secure and effective workplace, manageable workloads, cooperation with colleagues, opportunities for promotion and bonuses, and patient satisfaction. This has been established in previous studies conducted by Laschinger et al. (2004, 2012), Boamah, Read, & Laschinger (2017), and Cicolini et al. (2014). The presence of favorable work environments, colleagues who provide support, and acknowledgement of the efforts made by nurses have been identified as factors that contribute to job satisfaction and retention, as noted by Aiken et al. (2002) and Hayes et al. (2010).

The significance of job satisfaction across diverse professions is of utmost importance. It is crucial for employees to feel happy, motivated, and positive in their work environment. Job satisfaction has a direct impact on an employee's performance, and organizations need to create conducive work environments that align with employees' desired outcomes (Robbins, 2003.).

Dimensions of Job Satisfaction:

Employee well-being plays a crucial role in job satisfaction, which can be categorized into three dimensions: physiological, physical, and social (Baptiste, 2008).

- **Physiological Dimension:** This dimension focuses on the physical comfort of the workplace, ensuring that employees can carry out their daily tasks comfortably.
- **Physical Dimension:** The physical dimension emphasizes creating a healthy work environment that is free from interruptions and obstacles that may hinder employees' performance.
- **Social Dimension:** The social dimension pertains to fostering a friendly and positive atmosphere in the workplace. It involves promoting healthy relationships among employees, which enables them to work collaboratively and give their best to their assigned tasks.

In addition to these dimensions, employees' anticipation of rewards and recognition associated with their jobs can also influence job satisfaction. When employees believe that their efforts will be appreciated and acknowledged, they are motivated to perform well, leading to increased job satisfaction (Brayfield & Crockett, 1955).

Organizational commitment, which refers to employees' attachment to the goals and objectives of the organization and their willingness to work towards achieving them, has been found to be strongly influenced by job satisfaction (Bolon, 1997).

Job satisfaction encompasses various aspects of an employee's experience, including wages, working conditions, control over their work, promotion opportunities, and social relations within the workplace. When employees perceive that their rights are respected, working conditions are supportive, and their contributions are valued, they develop a positive attitude towards their work, leading to higher job satisfaction (Tiffin, 1974).

Organizations can enhance job satisfaction by implementing fair appraisal systems, providing rewards and benefits, and creating a positive work environment that boosts morale and motivation among employees, ultimately leading to improved performance (Locke, 1976; Hoppock, 1935).

The relationship between job satisfaction and organizational commitment is vital for an organization's success. When employees feel satisfied and committed to their work, they contribute positively to the organization's productivity and outcomes (Saleh & Ndubisi, 2006; Aris, 2007).

Matching employees' skills and abilities to the requirements of the job is essential for job satisfaction and optimal performance. Ensuring the right person is in the right job contributes to higher production and better customer service (Lawrence, 2004). Organizations must consider the importance of employee engagement and the impact of job satisfaction on overall organizational effectiveness (Muchinsky & Monahan, 1987).

Job satisfaction is considered a critical aspect of organizational behavior and is linked to employees' well-being and overall life quality (Üngüren et al., 2010). It influences motivation, performance, and an individual's attachment to their work, making it a fundamental factor for organizational success (Galbreath, 2006).

Nursing relies heavily on job satisfaction as it impacts the quality of care provided by nurses. Factors such as working conditions, equipment availability, and ethical considerations influence nurses' job satisfaction (Liu, Zhang, Ye, et al., 2012; Hamama, Tartakovski, Eroshina, et al., 2014; Goldman & Tabak, 2010). Creating a supportive work environment, fostering strong leadership values, and recognizing the value of nurses' contributions are essential for promoting job satisfaction and positive outcomes in healthcare institutions (Giallonardo, Wong, Iwasiw, 2010).

Components of Job Satisfaction:

Job satisfaction is associated with several components that contribute to an employee's overall satisfaction with their job (Stamps, 1997; WS & Stamps, 1997).

- **Wages:** The level of satisfaction with wages depends on whether the employee's remuneration is sufficient to meet their daily needs.
- **Autonomy:** Autonomy refers to the degree of freedom given to employees to make decisions related to their work. When employees have autonomy, they can carry out their tasks without unnecessary stress and interference.
- **Task Requirements:** Job satisfaction is influenced by the availability of necessary resources and support to perform assigned tasks. When employees have the required resources, their job satisfaction increases.
- **Organizational Policies:** Organizations that have policies that consider and prioritize employee benefits and well-being tend to foster higher job satisfaction among employees.
- **Interaction:** Positive social and professional interactions with colleagues, clients, and customers in the workplace contribute to job satisfaction. It creates a supportive and collaborative environment that helps employees effectively carry out their tasks.
- **Professional Status:** The recognition and importance given to an employee's professional status and their overall perception of their job's significance play a role in job satisfaction.

Highly committed employees are less likely to leave an organization due to their higher levels of job satisfaction (Aranya, 1983). Organizational commitment is measured through various outcomes such as job turnover, intention to leave, absenteeism, and decreased interest in tasks (Chatman, 1986). Organizational commitment is of great practical and theoretical significance, as highly committed employees contribute significantly to an organization's success (Meyer et al., 2002).

Organizational commitment acts as a mediator between job satisfaction and turnover intention. When employees are satisfied with the organizational culture, environment, and policies, their job satisfaction increases, which ultimately reduces turnover in the organization (Cramer, 1996).

Job satisfaction encompasses employees' feelings and thoughts about various aspects of their job (Brief, 1988). It is influenced by factors such as wages, autonomy, task requirements, organizational policies, interaction, and professional status, which collectively contribute to an employee's overall job satisfaction.

Approaches of Job Satisfaction:

Job satisfaction can be approached from two perspectives: the global approach and the facet approach (Spector, 1997).

- **Global Approach:** The global approach focuses on employees' overall positive evaluation of their job or the job environment.
- **Facet Approach:** The facet approach focuses on employees' evaluations of specific aspects of their job, such as wages, coworkers, or job governance.

Commuting stress can have a contrary impact on employees' job satisfaction. Commuting can be perceived as a threat to resources because it requires physical, mental, and emotional efforts (Lambert, Hogan, Paoline, & Clarke, 2005). Individuals who experience resource loss due to commuting stress may become more vulnerable to future resource loss, resulting in negative physiological experiences such as irritation, anxiety, unfriendliness, and time pressure. These negative experiences can transfer to the work environment, negatively affecting job-related responsibilities and ultimately influencing employees' job satisfaction (Frone, 1992).

Job satisfaction is a widely studied topic in organizational culture, as it is essential from economic, humanitarian, and ethical perspectives (Balzer, 1997; Chelladurai, 1999). It plays a vital role in organizational behavior and has been the subject of thousands of articles (Cranny, Smith, & Stone). Job satisfaction is considered a critical aspect of employee well-being and has implications for productivity, turnover, and employee engagement (Mitchell & Larson, 1987).

The banking sector has been extensively studied in terms of job satisfaction, with findings suggesting that job satisfaction is influenced by factors such as gender, age, work experience, position held, leadership, organizational culture, and job burnout (Singh & Kaur, 2009; Sowmya & Panchanatham, 2011; Belias, 2013; Belias & Koustelios, 2014a; Belias & Koustelios, 2014b; Belias & Koustelios, 2014c). The leadership style, support, and organizational culture have been found to have a positive impact on job satisfaction in the banking sector (Belias & Koustelios, 2014b).

ORGANIZATIONAL CULTURE:

Organizational culture is a significant aspect of organizational behavior and has been studied extensively in the field. It is defined as a pattern of shared values, beliefs, customs, traditions, and stable practices that are transmitted among the members of an organization (Hokzinsky & Buchanan, 2001). Organizational culture influences the behavior of individuals within the organization and shapes their perceptions and actions (Rahimnia & Alizade, 2008). Different researchers and experts have provided various definitions and perspectives on organizational culture. Some view it as a set of shared beliefs among the members of an organization, while others emphasize the transmission of values through stories, myths, and explicit expressions (Robbins, 1999). Organizational culture can also be seen as the unwritten and intangible aspects of an organization, influencing the behavior of its members (Hadizade-Moqadam & Hussein, 2004). Additionally, some consider organizational culture as a reflection of the subculture of society, shaped within industrial, trade, and economic organizations (Bidokhti, 2000).

Organizational culture plays a crucial role as it interacts with human resources, organizational structure, and control systems. It encompasses values (what is important and not important) and beliefs (how

people should and should not act), which create expectations and guide behaviors without the need for explicit rules or regulations. Organizational culture provides a powerful resource of collective identity, purpose, flexible guidelines, and social norms (Rousseau, 1990; Schein, 1997).

There are different approaches and dimensions used to study organizational culture. One commonly used framework was proposed by E.H. Schein, who defined organizational culture as a pattern of basic assumptions that a group has learned as it solved its problems of external adaptation and internal integration (Schein, 1992). This definition highlights the role of external adaptation and internal integration in shaping organizational culture. Schein identified five cultural values: employee development, harmony, customer orientation, social responsibility, and innovation (Tsui et al., 2006).

Organizational culture can be analyzed using a configurational approach, which considers the synchronization and interaction among multiple causes and outcomes (Meyer et al., 1993; Tsui et al., 2006). This approach presents the five cultural values on a continuum, ranging from highly integrative culture (emphasizing both internal integration and external adaptation) to hierarchy culture (with the least emphasis on the five cultural dimensions) (Tsui et al., 2006).

Understanding organizational culture is essential for promoting open innovation and organizational effectiveness. It helps organizations identify cultural types that facilitate or hinder open innovation. By nurturing a culture conducive to open innovation, organizations can foster creativity, collaboration, and knowledge sharing, ultimately enhancing their innovation capabilities (Lichtenthaler, 2011).

Organizational culture influences various aspects of an organization, including employee attitudes, behaviors, and performance. It guides the actions and decision-making of leaders and shapes the overall functioning of the organization (Naranjo Valencia, Sanz Valle, & Jiménez Jiménez, 2010). Effective leaders understand the importance of organizational culture and work to align it with the organization's goals and objectives (Øgaard, Larsen, & Marnburg, 2005).

Different models and dimensions have been proposed to study organizational culture. One widely recognized framework consists of three cultural types: bureaucratic culture, which emphasizes

standardization and adherence to rules; innovative culture, which promotes creativity and risk-taking; and supportive culture, which focuses on collaboration and support among individuals (Wallach, 1983).

Organizational culture plays a vital role in determining organizational effectiveness. It influences factors such as employee involvement, communication, learning, coordination, customer satisfaction, incentive systems, and strategic alignment (Deal & Kennedy, 1982). Understanding the impact of organizational culture on performance can help organizations identify areas for improvement and enhance their overall effectiveness (Irefin & Mechanic, 2014).

RESEARCH METHODOLOGY:

The research methodology for this study is designed around a quantitative, post-positivist philosophy. A deductive approach is used, with a mono method chosen for the quantitative study. The research strategy involves primary data collection through a survey questionnaire.

The study is cross-sectional, using casual and correlation methods to determine relationships among organizational culture, organizational trust, and overall job satisfaction. The purpose of the study is descriptive and hypothesis testing, with exploratory and explanatory elements.

The investigation is casual and correlational, based on the premise that overall job satisfaction may increase with increased organizational trust. The study setting is non-controlled, with the experiment conducted in the field.

The unit of analysis is the employees of the National Bank of Pakistan, both male and female. The procedure involves conducting a survey via a questionnaire to collect primary data. The questionnaire was shared with respondents, and the relationship among dependent, independent, and mediating variables was analyzed.

The population for this research comprises employees of the National Bank of Pakistan, specifically those based at the Head Office. A non-probability sampling method based on convenience was used, with data collected via a survey. The sample size is 250 respondents.

The instrument used is a survey questionnaire based on a Likert scale, designed around the selected variables. The independent variable is Organizational Culture, the dependent variable is Overall Job

Satisfaction, and the mediating variable is Organizational Trust.

HYPOTHESIS

Hypothesis 1: Organizational culture is positively associated with job satisfaction.

Hypothesis 2: Organizational culture is positively associated with organizational trust.

Hypothesis 3: Organizational trust is positively associated with job satisfaction.

Hypothesis 4: Organizational trust mediates the relationship between organizational culture and job satisfaction.

FINDINGS

The finalized measurement model was thoroughly analyzed, including Outer loading and Indicator reliability, AVE, Composite reliability, Cronbach's alpha, and HTMT values. The entire construct demonstrated strong reliability and validity.

The values of average variance extracted (AVE) for job satisfaction (0.757), organizational culture (0.550), and organizational trust (0.569) exceeded the threshold of 0.5. Additionally, their Cronbach's alpha and Composite reliability were greater than 0.7; job satisfaction (0.979,0.980), organizational culture (0.946,0.951), and organizational trust (0.946,0.952) respectively. According to the Fornell Lacker Criterion, these AVE values are acceptable due to the higher values of Cronbach's alpha and Composite reliability.

The collinearity statistics (VIF) of the construct were all below the threshold value of 5, indicating no multicollinearity problem in the data. The R square values for endogenous latent variables of Organizational trust and Overall, Job satisfaction were 0.212 (21) % and 0.310 (31) %, considered as moderate and good respectively. The SRMR value of the saturated model was 0.056, indicating a perfect fit model.

Hypothesis testing was conducted at a confidence interval of 5%. All variables had a significant relationship with each other, except for organizational culture and job satisfaction, which did not meet the threshold of t-values and p-values of path coefficient. However, a significant indirect effect showed that organizational trust is mediating the relationship between organizational culture and overall job satisfaction. Thus, the relationship between

organizational culture and job satisfaction is fully mediated by organizational trust.

In addition to the above findings, it's worth noting the importance of the collinearity statistics (VIF) in this study. The fact that all VIF values were below the threshold of 5 is a significant finding. It indicates that there is no multicollinearity problem in the data, which means that the variables in the study are independent of each other. This is crucial for the validity of the study because multicollinearity can inflate the variance of the regression coefficients, making them unstable and difficult to interpret.

The R square values for the endogenous latent variables of Organizational Trust and Overall, Job Satisfaction were 0.212 (21) % and 0.310 (31) %, respectively. These values can be considered as moderate and good, respectively. The R square value is a measure of how close the data are to the fitted regression line. It is also known as the coefficient of determination, or the coefficient of multiple determination for multiple regression. Therefore, these values indicate a good fit for the model.

The SRMR value of the saturated model was 0.056, indicating a perfect fit model. SRMR is the Standardized Root Mean Square Residual, and it is a goodness of fit statistic in structural equation modeling. SRMR value less than 0.08 is generally considered a good fit. Therefore, the value of 0.056 in this study indicates a very good fit.

In the hypothesis testing, all variables had a significant relationship with each other, except for organizational culture and job satisfaction. However, organizational trust was found to be a significant mediator in the relationship between organizational culture and job satisfaction. This is a significant finding as it suggests that improving organizational trust could potentially lead to higher job satisfaction, even if the direct impact of organizational culture on job satisfaction is not significant.

These findings provide valuable insights into the dynamics of organizational culture, trust, and job satisfaction. They could be used to inform strategies for improving job satisfaction and overall organizational performance.

CONCLUSION:

The role of overall job satisfaction in fostering productivity, creativity, and dedication among employees is undeniable. A stimulating and engaging

organizational culture is crucial in maintaining high levels of job satisfaction. Factors such as salaries, quality of work, and notably, organizational trust, significantly influence job satisfaction.

This study, conducted within the traditional model organization of the National Bank of Pakistan, underscores the importance of job satisfaction in relation to employee performance. The findings reveal a strong impact of high levels of organizational trust on overall job satisfaction. In this relationship, organizational culture plays a significant role in supporting employees, thereby creating a meaningful working environment.

However, it is important to note that the study focused only on highlighted factors. Other variables not studied could have influenced the participants' responses, potentially affecting the results. For instance, the distribution of surveys by organization presidents to employees known to have trusting relationships with others could have skewed the results.

RECOMMENDATIONS FOR TRADITIONAL HIERARCHICAL ORGANIZATIONS:

Traditional organizations, such as the National Bank of Pakistan, share commonalities with high-performing organizations, particularly in creating a meaningful working environment. The study reveals that traditional organizations have recognized that both cultural and financial organizational effectiveness can be achieved through enhanced communication.

Effective communication about changes and their impact on employees' jobs fosters a sense of responsibility, leading to increased organizational trust and overall job satisfaction. Therefore, it is recommended that traditional hierarchical organizations prioritize open and effective communication to enhance organizational trust and, consequently, job satisfaction.

This study's findings provide valuable insights for traditional organizations striving to improve their performance and employee satisfaction. Further research could explore other factors influencing job satisfaction and organizational trust, providing a more comprehensive understanding of these dynamics in traditional hierarchical organizations.

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