

*THE LINK BETWEEN ORGANISATIONAL CULTURE AND JOB
SATISFACTION IN THE PORTUGUESE PRIVATE INSTITUTIONS
OF SOCIAL SOLIDARITY (IPSS): AN EXPLORATORY APPROACH*

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ABSTRACT

This exploratory research studies the relationship between organisational culture and job satisfaction in social economy organisations. Specifically, 269 participants from 15 Portuguese Private Institutions of Social Solidarity (IPSSs) were studied. The results indicate that employees' and managers' perspectives differ regarding the organisation's cultural profile and that employees indicate a moderate level of job satisfaction. Findings show a significant relationship between the types of culture market and hierarchy and employees' low level of satisfaction, which is different from the for-profit organisations. Given the importance of the topic for organisations, this study opens a research path for the social economy, namely IPSSs, and contributes to the success of IPSS people management.

KEYWORDS: Portuguese Private Institutions of Social Solidarity (IPSSs), Organisational Culture, Work Satisfaction, Social Economy

SUMMARY: 1. INTRODUCTION; 2. ORGANISATIONAL CULTURE; 2.1. *Competing Values Framework*; 3. JOB SATISFACTION; 4. ORGANISATIONAL CULTURE AND JOB SATISFACTION; 5. METHODOLOGY; 5.1. *Sample*; 5.2. *Measures and data analysis*; 6. FINDINGS; 6.1. *Characterisation of Organisational Culture*; 6.2. *Job satisfaction*; 6.3. *Relationship between Organisational Culture and Job Satisfaction*; 7. DISCUSSION OF RESULTS; 8. CONCLUSIONS; 8.1. *Limitations and Suggestions for Research*; 9. REFERENCES

I INTRODUCTION

It has been recognised that the sector of the Social Economy has been sustained for its growing economic and social importance and ability to cooperate effectively, as well as solve new social problems¹. However, its weight in the economy in the day-to-day life of social organisations, human resources management processes and procedures are still unknown to most professionals in the sector and almost an absence of academic studies on the subject².

This paper explores a gap in the literature focusing on the relationship between organisational culture and job satisfaction in Portuguese social economy organisations, specifically those with the status of Private Institution of Social Solidarity (IPSS). Private Social Solidarity Institutions (IPSSs) are part of the social subsector since their purpose is not profit but social solidarity. IPSSs are private initiative entities that provide goods, services, and ideas to improve the quality of life in society, where there is voluntary work and do not compensate the holders and providers of capital³.

The relationship between culture and work satisfaction has been studied by some authors within the corporate sector, who have confirmed the relationship between these two concepts⁴ and have sought to analyse to what extent a particular

¹ LAURETT, R., DO PAÇO, A. M. F., & DO ROSARIO LEITÃO DINIS, A. (2020). Entrepreneurship in nonprofit organizations: a systematic review of the literature. *International Review on Public and Nonprofit Marketing*, 17(2), 159–181. <https://doi.org/10.1007/s12208-019-00236-0>

MONZÓN-CAMPOS, & CHAVES-ÁVILA, R. (2012). *The social economy in the European Union*. <https://doi.org/10.1787/9789264039889-en>

² BERNARDINO, S., & FREITAS SANTOS, J. (2019). Práticas de gestão de recursos humanos nas organizações sociais em Portugal: um estudo exploratório. *Administração Pública E Gestão Social*. <https://doi.org/10.21118/apgs.v12i1.5597>

³ CARVALHO, A. (2010). Quantifying the Third Sector in Portugal: An Overview and Evolution from 1997 to 2007. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 21(4), 588–610.

⁴ BELIAS, D., & KOUSTELIOS, A. (2014). Organizational Culture and Job Satisfaction: A Review. *International Review of Management and Marketing*, 4(2), 132–149.

type of culture can influence employee satisfaction. It is important to study this relationship since it can influence the performance of organisations and employees' health, quality of life, and behaviour (absences, productivity, satisfaction with life)⁵.

In Portugal, according to the Satellite Account of the Social Economy, 2016 (latest available data) produced by the National Statistics Institute (INE), the Social Economy has shown positive economical behaviour and growth compared to the national economy: a growth of 17.3% (71,885 organisations in 2016, and 61,268 organisations in 2013). The social economy also had a significant weight in the increase of gross added value (GVA = 14.6%), total employment (8.5%), and paid employment (8.8%) in the national economy⁶.

There are 5,622 IPSSs in Portugal, and they develop their activity mainly in the social area (76.4% of the total IPSSs), followed by cults and congregations (8.0%) and, finally, in culture, sport, and recreation (6.4%)⁶. Regarding their importance in the Social Economy, in 2013 IPSSs represented 32.9% of production, 43% of GVA, 44.1% of remuneration, 27.8% of other subsidies to production, and 60.4% of paid employment⁶.

The guiding principles of Social Economy Organisations (SEOs)⁷ are the following: i) the primacy of persons and social objectives; ii) free and voluntary membership and participation; iii) democratic control of their structures; iv) conciliation between the interests of members, users or beneficiaries and the general interest; v) respect for the values of solidarity, equality and non-discrimination, social cohesion, justice, and equity, transparency, shared individual and social responsibility, and subsidiarity; vi) autonomous and independent management from public authorities and other entities outside the social economy; vii) allocation of surpluses for the pursuit of SEOs' objectives following the general interest, without prejudice to respecting the specificity of the distribution of surpluses, the very

COSTA J., RODRIGUES A. C., & FERREIRA M.R. (2020). Organizational culture in social economy organizations. *Economics and Sociology*, 13(3), 155-170. doi:10.14254/2071-789X.2020/13-3/10

GULL, S., & AZAM, F. (2012). Impact of Organizational Culture Type on Job Satisfaction Level of Employees' in Different Organizations of Lahore, Pakistan. *International Journal of Academic Research in Business and Social Sciences*, 2(12), 97-112. Retrieved from <http://www.hrmar.com/journals>

SILVA, L. P., CASTRO, M. A. R., DOS-SANTOS, M. G., & NETO, P. J. DE L. (2018). Comprometimento no trabalho e sua relação com a cultura organizacional mediada pela satisfação. *Revista Brasileira de Gestão de Negócios*, 20(3), 401-420. <https://doi.org/10.7819/rbgn.v20i3.3947>

⁵ SANTOS, J. & SUSTELO, M. (2009). Cultura organizacional e satisfação profissional: estudo desenvolvido num hospital privado. *Psico*, 40(4), 467-472. Retrieved from <https://dialnet.unirioja.es/servlet/articulo?codigo=5161389>

⁶ INE – Instituto Nacional de Estatística (2019). *Conta Satélite da Economia Social – 2016*.

⁷ LAW No. 30/2013 of 8th May – Lei de Bases da Economia Social, <https://dre.pt/dre/detalhe/lei/30-2013-260892>

nature and substratum of each entity of the social economy, which is established in the Constitution. These specificities have led to questioning the direct applicability of the results of the studies carried out in private profit-making SEOs. In particular, IPSSs aim to provide services and promote well-being and quality of life in society. They need productive and motivated collaborators committed to the cause in which they work⁸.

Several arguments justify the relevance of our research: the scarcity of research studies focused on analysing the relationship between organisational culture and job satisfaction in SEOs; the growing importance of the sector for the social and economic development of society⁹; and the impact that the relationship between these organisational variables has on their results, performance¹⁰, and reputation (which is a factor of success and sustainability of an organisation)¹¹. To the best of the authors' knowledge, the studies relating these two important management dimensions focused only on for-profit organisations; therefore, the main objective of this exploratory study is to understand the relationship between organisational culture and job satisfaction in Social Economy organisations, the IPSSs.

The three following sections show the theoretical knowledge that we aim to study: the Organisational Culture (section 2), specifically the widely studied Competing Values Framework (section 2.1); the Job Satisfaction (section 3); and the known association between organisational culture and job satisfaction in the social economy (section 4). We then reveal the methodological structure used in the study, namely, the sample and data collection, the measures and the data analysis performed (section 5). In the findings section (section 6), we characterise the organisational culture, job satisfaction and the relationship between these two constructs. We discuss the results (section 7) and conclude with final remarks, limitations and suggestions for future research.

⁸ NORELHO, O., BORGES, E., & ABREU, M. (2019). Satisfação no Trabalho e Presentismo dos Trabalhadores de uma Instituição Particular de Solidariedade Social. *International Journal on Working Conditions*, 18–34.

⁹ MONZON, J.L. & CHAVES, R. (2012). The Social Economy in the European Union, European Economic and Social Committee of the European Union, Bruxelles. <http://dx.doi.org/10.2864/19534>

¹⁰ CARVALHO, A.; FERREIRA, M. & SILVA, P. (2019). Partners in a caring society – a non-profit organization case study. *Economics & Sociology*, 12(2), 129–146. <https://doi.org/10.14254/2071-789x.2019/12-2/8>

KELLNER, A., TOWNSEND, K., & WILKINSON, A. (2016). 'The mission or the margin?' A high-performance work system in a non-profit organisation. *The International Journal of Human Resource Management*, 5192(June), 1–22. <https://doi.org/10.1080/09585192.2015.1129636>

KIM, B. J., CHANG, Y., & KIM, T. H. (2023). Translating corporate social responsibility into financial performance: Exploring roles of work engagement and strategic coherence. *Corporate Social Responsibility and Environmental Management*, (March), 1–19. <https://doi.org/10.1002/csr.2502>

¹¹ SANTOS, M., LAUREANO, R. & MORO, S. (2019). Unveiling Research Trends for Organizational Reputation in the Non-profit Sector. *Voluntas*, 31(1), 56–70. <https://doi.org/10.1007/s11266-018-00055-7>

2 ORGANISATIONAL CULTURE

The term “organisational culture” was first mentioned by Elliott Jacques in 1951. However, from the 1980s on, this concept gained notoriety due to the success of Japanese organisations, which believed that the higher the involvement of employees with the organization’s mission, vision, values, and objectives, the greater its success would be¹².

Many authors theorise about organisational culture and see this concept as mental programming, encompassing all its implications regarding beliefs, the creation of meaning, and expression from artefacts and behaviour patterns, according to the groups they integrate¹³. Therefore, this concept comprises several layers around a common core with a broad meaning.

2.1 Competing Values Framework

We chose Quinn and Rohrbaugh’s Competing Values Framework (CVF)¹⁴ to analyse organisational culture because it is widely used in organisational research¹⁵ and endures through time¹⁶. This model explains both the existing cultural profiles within an organisation and the potential relationship between culture and performance characterised as a model. This model allows strategic thinking regarding organisational effectiveness, in which more than a set of values and criteria is used and is considered an appropriate approach to capture the paradoxical and sometimes unreasonable sense of organisational phenomena, which presupposes contrasting thinking, capable of thinking contradictory ideas, as integrated¹⁵. According to Quinn and Rohrbaugh¹⁶, the CVF presupposes the existence of three competing dimensions. The first dimension is related to the internal/external orientation of the organisation (represented on the horizontal axis). In

¹² CAMPOS, F. P., RÉDUA, T. S., & ALVARELI, L. V. G. (2011). A influência da cultura organizacional para o desempenho das organizações. *Janus*, 8(14), 21–31. Retrieved from <http://publicacoes.fatea.br/index.php/janus/article/viewFile/974/754>

¹³ For example, CHATMAN, J. A., & O’REILLY, C. A. (2016). Paradigm lost: Reinvigorating the study of organizational culture. *Research in Organizational Behavior*, 36, 199–224. <https://doi.org/10.1016/j.riob.2016.11.004>

SCHEIN, E. H. (1992). *Organizational Culture and Leadership*. San Francisco: Jossey-Bass Publishers.

¹⁴ QUINN, R. E., & ROHRBAUGH, J. (1983). A spatial model of effectiveness criteria: Towards a competing values approach to organizational analysis. *Management Science*, 29(3), 363–377.

¹⁵ GREGORY, B. T., HARRIS, S. G., ARMENAKIS, A. A., & SHOOK, C. L. (2009). Organizational culture and effectiveness: A study of values, attitudes, and organizational outcomes. *Journal of Business Research*, 62(7), 673–679. <https://doi.org/https://doi.org/10.1016/j.jbusres.2008.05.021>

¹⁶ MIKUŠOVÁ, M., KLABUSAYOVÁ, N., MEIER, V. (2023) Evaluation of organisational culture dimensions and their change due to the pandemic. *Evaluation and Program Planning*, 97, 102246. <https://doi.org/10.1016/j.evalprogplan.2023.102246>

the external orientation, the organisational objectives are more oriented towards developing activities that promote growth and resource acquisition. The internal orientation focuses on human resource development and promoting and developing a stable and participatory organisational environment¹⁷. The second dimension, represented on the vertical axis, relates to the flexibility/control relationship. This dimension indicates how to guide the organisation to achieve stability and a bureaucratic structure (control) or a structure that focuses on innovation and informality (flexibility). The third dimension characterises an invisible axis, representing the four organisational models (human relations model, open systems model, rational objectives model, and internal processes model)¹⁸.

Four types of culture emerge from the topographic organisation of the above dimensions: clan, adhocracy, market and hierarchy¹⁷. Clan culture, which is related to the human relations model, highlights the organisation's flexibility and inner side, where particular emphasis is placed on specific values such as trust, participation and a sense of belonging. Leaders tend to support the development of people and encourage participation by promoting teamwork, worker involvement and organisational commitment¹⁹. Adhocracy culture (Open Systems Model) values flexibility, adaptation to external change, growth, resource acquisition, creativity and adaptive capacity, and leaders appreciate taking risks to foster organisational growth and have a strategic vision. Market culture (Rational Objectives Model) focuses on the external environment at the intersection of the control pole, i.e., productivity, performance, and achieving objectives, a feature strongly related to this type of culture. Key factors for motivation include competition and the achievement of predetermined objectives. Leadership tends to be task-oriented and goal-oriented, focused on stimulating productivity based on planning and operational efficiency. Hierarchy culture (Model of Internal Processes) values respect for organisational rules, orders and hierarchy. The concepts of formalisation, security, uniformity, and centralisation acquire relevance in this type of culture. Workers accept the authority that drives from formally established roles, rules and regulations. Leadership tends to be conservative to ensure stability, security and control¹⁷.

¹⁷ CAMERON, K. S., & QUINN, R. (2011). *Diagnosing and changing organization culture: based on the competing values framework* (3rd ed). San Francisco: Jossey-Bass.

¹⁸ GREGORY, B. T., HARRIS, S. G., ARMENAKIS, A. A., & SHOOK, C. L. (2009). Organizational culture and effectiveness: A study of values, attitudes, and organizational outcomes. *Journal of Business Research*, 62(7), 673–679. <https://doi.org/10.1016/j.jbusres.2008.05.021>.

¹⁹ BARRETO, L. M. T. DA S., KISHORE, A., REIS, G. G., BAPTISTA, L. L., & MEDEIROS, C. A. F. (2013). Cultura organizacional e liderança: uma relação possível? *Revista de Administração*, 48(1), 34–52. <https://doi.org/10.5700/rausp1072>

3 JOB SATISFACTION

Research on job satisfaction began in the 1930s and has multiplied in various scientific areas²⁰. Health professionals and researchers widely study the phenomenon of job satisfaction from the most diverse areas, such as Work Psychology and Human Resources. This interest results from job satisfaction's influence on the worker, which can affect mental and physical health, attitudes, professional and social behaviour, and personal and family life, and consequently have repercussions on organisations.

Although there are several studies on this topic, there still needs to be a consensus on its definition or theoretical models. Some definitions differ since some authors consider job satisfaction an emotional state, a feeling²¹, and others view it as an attitude¹⁹.

Job satisfaction is, therefore, a complex phenomenon and a difficult concept to define. It is a subjective state in which satisfaction with a given situation/event can vary from person to person, from circumstance to circumstance, and from time to time. It is subject to influences from internal and external work environment factors²². Thus, the most recent definitions refer to job satisfaction as an emotional state, the result (positive or negative) of the individual's assessment of their experiences at work; this assessment is conditioned by elements of the organisational environment and the work itself¹⁹.

Based on this definition, job satisfaction should be analysed regarding the work's constituent elements. So overall, job satisfaction results from satisfaction with the various elements of the work. Accordingly, it is possible to identify the causal factors of job satisfaction, which are divided into two groups: i) events and conditions, which include the work itself, payment, promotion, recognition,

²⁰ JUDGE, T. A., ZHANG, S. (Carrie), & GLERUM, D. R. (2020). Job Satisfaction. In *Essentials of Job Attitudes and Other Workplace Psychological Constructs* (pp. 207–241). Routledge. <https://doi.org/10.4324/9780429325755-11>

²¹ HENNE, D., & LOCKE, E. A. (1985). Job Dissatisfaction: What are the Consequences? *International Journal of Psychology*, 20(2), 221–240. <https://doi.org/10.1080/00207598508247734>

WRIGHT, T. A., & CROPANZANO, R. (2000). Psychological well-being and job satisfaction as predictors of job performance. *Journal of Occupational Health Psychology*, 5(1), 84–94. <https://doi.org/10.1037/1076-8998.5.1.84>

²² ROTHAUSEN, T.J., HENDERSON, K.E. (2019). Meaning-Based Job-Related Well-being: Exploring a Meaningful Work Conceptualization of Job Satisfaction. *Journal of Business Psychology*, 34, 357–376. <https://doi.org/10.1007/s10869-018-9545-x>

DUARTE-LORES, I., ROLO-GONZÁLEZ, G., SUÁREZ, E., & CHINEA-MONTESDEOCA, C. (2023). Meaningful work, work and life satisfaction: Spanish adaptation of Work and Meaning Inventory Scale. *Current Psychology*, 42(14), 12151–12163. <https://doi.org/10.1007/s12144-021-02569-8>

SVENDSEN, M., & JØNSSON, T. F. (2022). Organizational democracy and meaningful work: The mediating role of employees corporate social responsibility perceptions. *Frontiers in Psychology*, 13(November), 1–11. <https://doi.org/10.3389/fpsyg.2022.946656>

working conditions, and the working environment; ii) agents, namely colleagues and subordinates, supervisors, management, organisation²³.

Although there are differences between for-profit and non-profit organisations, both use Human Resource practices such as recruitment, selection, and retention; for this reason, they must pursue strategies in line with their values and mission. In other words, the values and mission must shape Human Resources practices so that employees are aligned with the organisation to thus create a good organisational climate, with positive attitudes and behaviours on the part of employees²⁴. In addition, there must be an adjustment between organisational and personal values since it affects both job satisfaction and performance and the will to remain in the organisation²⁵. Therefore, a non-profit organisation must be able to link its work to its goal/mission by allowing values to become strongly rooted and consequently achieve greater employee satisfaction²⁶. However, we must not forget that the mission is important to ensure their motivation and retention²⁵.

4 ORGANISATIONAL CULTURE AND JOB SATISFACTION

Within the context of the for-profit sector, the literature has widely shown that organisational culture can influence job satisfaction²⁷. An organisational culture

²³ JUDGE, T. A., ZHANG, S. (Carrie), & GLERUM, D. R. (2020). Job Satisfaction. In *Essentials of Job Attitudes and Other Workplace Psychological Constructs* (pp. 207–241). Routledge. <https://doi.org/10.4324/9780429325755-11>

²⁴ BARTRAM, T., CAVANAGH, J., & HOYE, R. (2017). The growing importance of human resource management in the NGO, volunteer, and not-for-profit sectors. *The International Journal of Human Resource Management*, 5192(May), 1–11. <https://doi.org/10.1080/09585192.2017.1315043>

KELLNER, A., TOWNSEND, K., & WILKINSON, A. (2016). ‘The mission or the margin?’ A high-performance work system in a non-profit organisation. *The International Journal of Human Resource Management*, 5192(June), 1–22. <https://doi.org/10.1080/09585192.2015.1129636>

²⁵ ROTHAUSEN, T.J., HENDERSON, K.E. (2019). Meaning-Based Job-Related Well-being: Exploring a Meaningful Work Conceptualization of Job Satisfaction. *Journal of Business Psychology*, 34, 357–376. <https://doi.org/10.1007/s10869-018-9545-x>

LEE, Y., & WILKINS, V. M. (2011). More Similarities or More Differences? Comparing Public and Nonprofit Managers’ Job Motivations. *Public Administration Review*, 71(1), 45–56. <https://doi.org/10.1111/j.15406210.2010.02305.x>

²⁶ KELLNER, A., TOWNSEND, K., & WILKINSON, A. (2016). ‘The mission or the margin?’ A high-performance work system in a non-profit organisation. *The International Journal of Human Resource Management*, 5192(June), 1–22. <https://doi.org/10.1080/09585192.2015.1129636>

²⁷ For example: KUCHARSKA, W., & BEDFORD, D. A. D. (2019). Knowledge sharing and organizational culture dimensions: Does job satisfaction matter? *Electronic Journal of Knowledge Management*, 17(1), 1–18. <https://doi.org/10.2139/ssrn.3406496>

NORELHO, Ó., BORGES, E., & ABREU, M. (2019). Satisfação no Trabalho e Presentismo dos Trabalhadores de uma Instituição Particular de Solidariedade Social. *International Journal on Working Conditions*, 18–34.

that appreciates the individual, their well-being, autonomy, and flexibility can foster increased job satisfaction²⁸.

Organisational culture in SEOs was analysed in previous studies. A study analysing the relationship between culture and performance in two teaching cooperatives and a social solidarity cooperative pointed to the sensitivity of the Competing Values Model in the context of SEOs³³. This study showed that various types of culture might lead to better performance of cooperatives, predominantly in the clan, adhocracy, and market cultures, and less predominantly in the hierarchy culture²⁹. Following that path, another study focused on the relationship between culture and performance at three non-profit organisations working on mental disability. The study found that the three organisations analysed have a balanced cultural profile; that is, none of the four types is considered predominant over the others. However, clan culture had the highest score, even if not considered predominant. Additionally, this study revealed a positive relationship between adhocracy culture and organisational performance³⁰.

Organisational culture is particularly relevant within the context of SEOs since the people who work for these organisations usually believe in the cause for which they work³¹. Therefore, it is vital that the core members of the organisation firmly maintain the beliefs and values and transmit them to everyone in the organisation³² since the feelings/attitudes that people have in the cause trigger meaningful actions for society³³. The absence of a straightforward type of prevailing organi-

PHAM THI, T. D., NGO, A. T., DUONG, N. T., & PHAM, V. K. (2021). The Influence of Organizational Culture on Employees' Satisfaction and Commitment in SMEs: A Case Study in Vietnam. *The Journal of Asian Finance, Economics and Business*, 8(5), 1031–1038. <https://doi.org/10.13106/JAFEB.2021.VOL8.NO5.1031>

²⁸ SILVA, L. P., CASTRO, M. A. R., DOS-SANTOS, M. G., & NETO, P. J. de L. (2018). Comprometimento no trabalho e sua relação com a cultura organizacional mediada pela satisfação. *Revista Brasileira de Gestão de Negócios*, 20(3), 401–420. <https://doi.org/10.7819/rbgn.v20i3.3947>

²⁹ FERREIRA, M. R., RODRIGUES, A. C., & MARQUES, C. P. (2015). Organizational culture in cooperatives: An exploratory approach. *Proceedings of the 26th International Business Information Management Association Conference - Innovation Management and Sustainable Economic Competitive Advantage: From Regional Development to Global Growth, IBIMA 2015*

³⁰ COSTA J., RODRIGUES A. C., & FERREIRA M.R. (2020). Organizational culture in social economy organizations. *Economics and Sociology*, 13(3), 155-170. doi:10.14254/2071-789X.2020/13-3/10

³¹ PARENTE, C. (2010). Gestão de Pessoas nas OSFL. In C. Azevedo, R. C. Franco, & J. W. Meneses (Eds.), *Gestão das Organizações sem Fins Lucrativos*. Porto: Imoedições.

³² ORSI, A., MARINO, E., ROSSI, L., BERTOIA, N., & SHINIASHIKI, R. (2005). Cultura Organizacional e Terceiro Setor. *Revista Gestão E Conhecimento*, 3(1), 34–55. Retrieved from <https://revistagc.com.br/ojs/index.php/rgc/article/view/4>

³³ KELLNER, A., TOWNSEND, K., & WILKINSON, A. (2016). 'The mission or the margin?' A high-performance work system in a non-profit organisation. *The International Journal of Human Resource Management*, 5192(June), 1–22. <https://doi.org/10.1080/09585192.2015.1129636>

sational culture is not uncommon. Some studies show no evident relationship between the type of business activity and the type of organisational culture³⁴.

Although not explicitly addressing the relationship between organisational culture and job satisfaction, both appear as enablers/barriers to innovation in non-profit organisations in a representative sample of a recent study featuring nursing homes to support older adults in Northern Portugal³⁵.

Job satisfaction is a strong mediator between the dimensions of organisational culture and knowledge sharing by the employees, furthering the argument that job satisfaction influences the relationship between organisational performance, knowledge sharing and organisational culture³⁶. In addition, satisfaction with supervision, the physical working environment and intrinsic job satisfaction are the factors that best explain job satisfaction³⁷. Factors that depend exclusively on organisations, such as benefits and policies, reveal the lowest job satisfaction among workers³⁴.

Regarding studies that relate organisational culture to job satisfaction, organisational culture can partially predict employee job satisfaction levels. Specifically, adhocracy and market cultures are more likely to make employees less satisfied with pay conditions, while the opposite is true for hierarchical culture³³. Two other studies argue that organisations featuring a clan culture or adhocracy culture are more likely to obtain higher levels of job satisfaction³⁸. Organisations pursuing a hierarchy or market culture are more likely to have individuals who are not satisfied with their work, i.e., job satisfaction is positively related to clan culture and negatively related to market or hierarchy culture³⁶.

³⁴ BELIAS, D., & KOUSTELIOS, A. (2014). Organizational Culture and Job Satisfaction: A Review. *International Review of Management and Marketing*, 4(2), 132–149.

³⁵ AZEVEDO CORREIA A.I. & SILVA BRAGA A.M., (2023). Motivations for and barriers to innovation in non-profit organizations: The case of nursing homes in Northern Portugal, *International Journal of Innovation Studies*, <https://doi.org/10.1016/j.ijis.2023.04.002>.

³⁶ KUCHARSKA, W., & BEDFORD, D. A. D. (2019). Knowledge sharing and organizational culture dimensions: Does job satisfaction matter? *Electronic Journal of Knowledge Management*, 17(1), 1–18. <https://doi.org/10.2139/ssrn.3406496>

³⁷ NORELHO, Ó., BORGES, E., & ABREU, M. (2019). Satisfação no Trabalho e Presentismo dos Trabalhadores de uma Instituição Particular de Solidariedade Social. *International Journal on Working Conditions*, 18–34.

³⁸ BIGLIARDI, B., IVO DORMIO, A., GALATI, F., & SCHIUMA, G. (2012). The impact of organizational culture on the job satisfaction of knowledge workers. *VINE*, 42(1), 36–51. <https://doi.org/10.1108/03055721211207752>

GULL, S., & AZAM, F. (2012). Impact of Organizational Culture Type on Job Satisfaction Level of Employees' in Different Organizations of Lahore, Pakistan. *International Journal of Academic Research in Business and Social Sciences*, 2(12), 97–112. Retrieved from <http://www.hrmar.com/journals>

Within the context of IPSSs, considering that their mission is primarily related to social support, we would expect that characteristics such as commitment, participatory collaboration, and focus on human development would be more present, making the clan culture more prevalent, as verified by previous research³⁹. Thus, considering previous findings, we expect a significant relationship between the clan type of culture and employee job satisfaction⁴⁰.

5 METHODOLOGY

The main objective of this exploratory study is to understand the relationship between organisational culture and job satisfaction in social economy organisations, specifically in IPSSs. We also aim to characterise organisational culture according to the Competing Values Framework⁴¹ and job satisfaction in IPSSs.

Although this analysis of the relationship between these constructs in this type of organisation is new and exploratory, it is grounded in well-known literature on for-profit organisations and uses a quantitative methodology.

5.1 Sample

The 15 IPSSs studied are a convenience sample selected according to the following criteria: located in the Porto region (Portugal), employing between 20 and 100 full-time employees, and consenting to participate.

The employees and managers of these 15 Portuguese IPSSs filled out these surveys: the sample comprises 10 managers and 259 employees. The sample comprises a total of 269 participants. Table 1 shows the total number of employees, the number of surveys answered, the location of each IPSS, its founding year and areas of activity. We decided to compare the employees' and their managers' an-

³⁹ COSTA J., RODRIGUES A. C., & FERREIRA M.R. (2020). Organizational culture in social economy organizations. *Economics and Sociology*, 13(3), 155-170. doi:10.14254/2071-789X.2020/13-3/10

⁴⁰ GULL, S., & AZAM, F. (2012). Impact of Organizational Culture Type on Job Satisfaction Level of Employees' in Different Organizations of Lahore, Pakistan. *International Journal of Academic Research in Business and Social Sciences*, 2(12), 97-112. Retrieved from <http://www.hrmar.com/journals>

KUCHARSKA, W., & BEDFORD, D. A. D. (2019). Knowledge sharing and organizational culture dimensions: Does job satisfaction matter? *Electronic Journal of Knowledge Management*, 17(1), 1-18. <https://doi.org/10.2139/ssrn.3406496>

PHAM THI, T. D., NGO, A. T., DUONG, N. T., & PHAM, V. K. (2021). The Influence of Organizational Culture on Employees' Satisfaction and Commitment in SMEs: A Case Study in Vietnam. *The Journal of Asian Finance, Economics and Business*, 8(5), 1031-1038. <https://doi.org/10.13106/JAFEB.2021.VOL8.NO5.1031>

⁴¹ CAMERON, K. S., & QUINN, R. (2011). *Diagnosing and changing organization culture: based on the competing values framework* (3rd ed). San Francisco: Jossey-Bass.

swers to control the organisations' differences so that all the study's participants were referring to the same organisations.

5.2 Measures and data analysis

To study IPSSs' organisational culture, we used the OCAI (Organisational Culture Assessment Instrument) survey, a validated research instrument and method to diagnose organisational culture⁴², and already been translated into Portuguese⁴³. The questionnaire analyses six dimensions via 24 items: dominant characteristics, organisational leadership, employee management, organisational glue, strategic emphasis, and success criteria. There is a forced way to respond to the questionnaire among the four types of culture for each dimension. Organisational culture data were analysed following the authors' guidelines to verify differences among culture types within each organisation qualitatively⁴⁰.

Table 1: 15 IPSSs characterisation

IPSS	Total No. of Employees	Total No. of Valid Surveys	Location	Year of Foundation	Areas of Activity
A	35	15	Porto	1991	Fighting poverty.
B	70	20	Matosinhos	1987	Multiple responses to the social needs of children and senior citizens.
C	72	26	Vila do Conde	1977	Support for people with intellectual disabilities.
D	25	14	Maia	1998	Rehabilitation of disabled young people (16 years old).
E	35	18	Porto	1991	Promote the quality of life of infected persons and contributing to the eradication of HIV/AIDS.
F	33	10	Porto	1914	Support for young women at social risk.
G	41	15	Porto	1891	Foster care, education and training of children and young people at risk from excluded or vulnerable social groups.
H	80	38	Vila Nova de Gaia	2006	Multiple responses to the parish population's needs.

⁴² CAMERON, K. S., & QUINN, R. (2011). *Diagnosing and changing organization culture: based on the competing values framework* (3rd ed). San Francisco: Jossey-Bass.

⁴³ RODRIGUES, A., & CAETANO, A. (2013). A Competing Values Framework Approach on Growth and Performance in Micro Firms. *Entrepreneurship Summer University at ISCTE-IUL*. Lisbon.

IPSS	Total No. of Employees	Total No. of Valid Surveys	Location	Year of Foundation	Areas of Activity
I	77	36	Vila Nova de Gaia	1976	Support for people with disabilities.
J	98	10	Porto	1986	Community support services for children, young people and the family/ society in danger.
K	37	7	São Mamede de Infesta	2012	Moral and material support services to parents and relatives with experience in Neonatal and Pediatrics Intensive Care.
L	49	4	São Mamede de Infesta	1986	Service to the community in a spirit of solidarity, contributing to the overall development of children.
M	77	13	Matosinhos	1982	Various assistance to the elderly and children.
N	30	11	São Mamede de Infesta	2004	Support for children, young people and their families, promoting their social and community integration, health, education and vocational training.
O	50	32	Santo Tirso	1992	Supporting, promoting and contributing to the protection of the most deprived and disadvantaged people, families and communities, especially children and young people.
Total	809	269			

Source: Organisations website

The IPSSs' Job Satisfaction was analysed, considering the key elements of job satisfaction identified by Paul Spector⁴⁴: Global satisfaction ($\alpha = 0.92$), Payment ($\alpha = 0.75$), Promotion ($\alpha = 0.65$), Supervision ($\alpha = 0.82$), Social Benefits ($\alpha = 0.73$), Operating Conditions (rules to perform work, procedures, bureaucracy) ($\alpha = 0.47$), Co-workers ($\alpha = 0.60$), Nature of Work ($\alpha = 0.65$), Contingent Rewards (recognition for work, reward for good performance) ($\alpha = 0.77$), and Communication ($\alpha = 0.65$). These dimensions were assessed on a scale from 1 to 6 points.

⁴⁴ SPECTOR, P. (2011). Job Satisfaction Survey. Retrieved from <https://paulspector.com/assessments/pauls-no-cost-assessments/job-satisfaction-survey-jss/>

We used a validated version, translated into Portuguese⁴⁵, of the *Job Satisfaction Survey* by Paul Spector.

To explore the relationship between organisational culture and job satisfaction, we performed multiple regression using the hierarchical method considering the four types of culture and global satisfaction. Subsequently, to collect more detail on the influence of culture on IPSSs employees' job satisfaction, we considered the four types of culture and the seven dimensions that present at least reasonable reliability ($\alpha \geq 0.65$).

6 FINDINGS

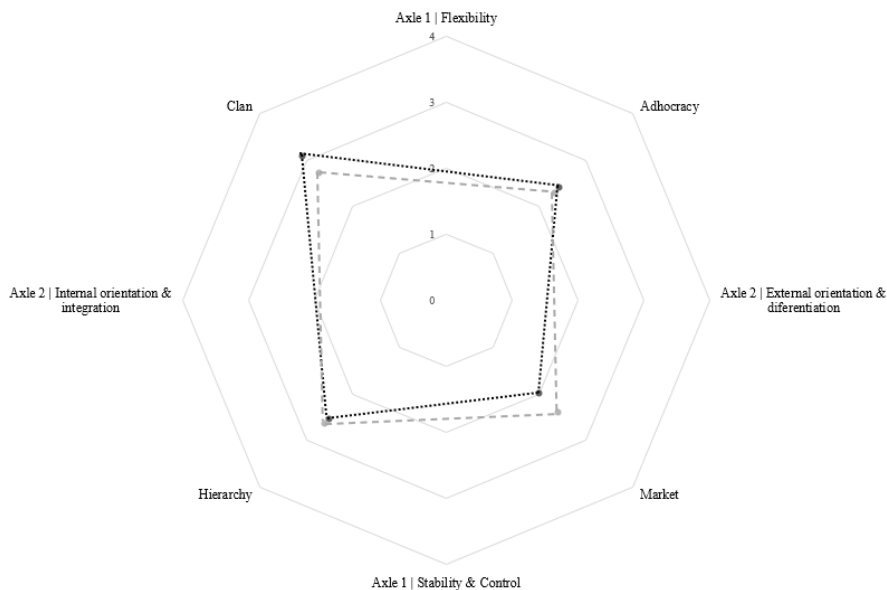
6.1 Characterisation of Organisational Culture

We separately analysed the cultural profile perspective of employees and managers from the 15 IPSSs (Figure 1). From the employees' perspective, these organisations have a balanced cultural profile, i.e., one type of culture does not predominate over another since all the profiles fall in the range of 1 point. However, clan culture (2.73 points) has the highest score, and adhocracy culture has the lowest score (2.31 points). Considering the authors' guidelines, although the difference is not significant, the analysis of the employees' responses indicates a tendency for organisations to value less adhocracy culture. That is a culture with innovative suggestions and an entrepreneurial attitude to overcome difficulties via proposals for new activities to benefit the users/clients/community they serve. IPSSs tend to focus on workers and their work, with a greater emphasis on a more participatory working and operating environment, more openness and trust between employees and between the manager and employees, and on structuring internal work through rules and procedures (hierarchy culture).

From the managers' perspective, and according to the CVF model authors' guidelines, there are significant differences in culture types (a difference of 1.11 points): market culture scored the lowest (1.98), differentiating itself from clan culture, which scored the highest (3.09). The results mean that, from the managers' perspective, the organisation does not have a balanced cultural profile since clan culture has a difference of more than 1 point compared to market culture. Thus, the managers emphasise the internal level of the organisation and the people who collaborate with the IPSS (clan culture) and focus less on the outside of the organisation and its market orientation (market culture).

⁴⁵ MALHEIRO, J., & VELOSO, A. (2009). A satisfação laboral e a confiança organizacional em três empresas de tecnologias da informação: um estudo exploratório. *Investigação e Intervenção Em Recursos Humanos*. <https://doi.org/10.26537/iirh.v0i1.1904>

Figure 1: Organisational Culture Profile: the average of IPSS participants



MANAGERS:	EMPLOYEES:
Adhocracy Culture - 2.42	Adhocracy Culture - 2.31
Market Culture - 1.98	Market Culture - 2.39
Hierarchy Culture - 2.52	Hierarchy Culture - 2.62
Clan Culture - 3.09	Clan Culture - 2.73

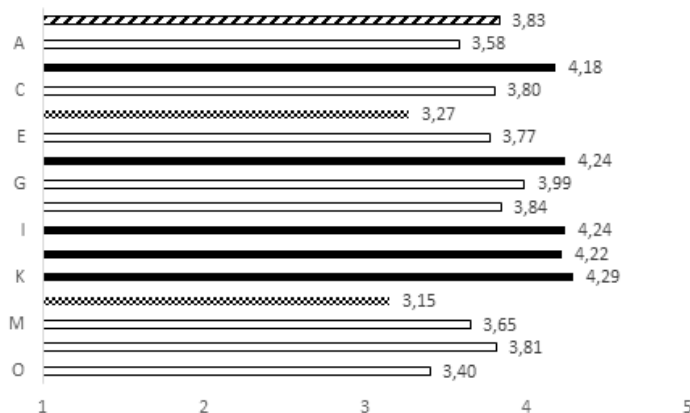
Source: Own Elaboration

6.2 Job Satisfaction

We separately analysed job satisfaction data in all the IPSSs (Figure 2). The average global satisfaction (3.83) shows moderate satisfaction with work in all the IPSSs.

IPSSs B, F, G, H, I, J, and K present values higher than the average of IPSS overall satisfaction (i.e., higher than 3.83) and higher than 4 points, indicating a high level of satisfaction regarding the nine dimensions of work. The remaining IPSSs range between 3 and 4 average points, indicating a moderate satisfaction level. Only L and D show a lower value than the IPSS average job satisfaction.

Figure 2: Characterisation of General Satisfaction of the IPSSs (Average Global Satisfaction) and Global Satisfaction in each IPSS



Evaluation of the responses⁴⁶:

≤ 3 => dissatisfaction	
3-4 => ambivalence	
≥ 4 => satisfaction	

Source: Own Elaboration

By analysing job satisfaction according to the nine dimensions (Figure 3), the employees of all 15 IPSS show high satisfaction both with the nature of the work they perform within their organisations (5.14 points) and with their workplace supervisor (4.64 points).

By analysing job satisfaction according to the nine dimensions (Figure 3), the employees of all 15 IPSS show high satisfaction both with the nature of the work they perform within their organisations (5.14 points) and with their workplace supervisor (4.64 points). According to the scale considered (from 1: “I strongly disagree” to 6: “I strongly agree”), most often, the majority of employees gave the maximum score (mode= 6) in most dimensions (Table 2). Therefore, we can infer that the employees are pretty satisfied with these two dimensions, i.e., they

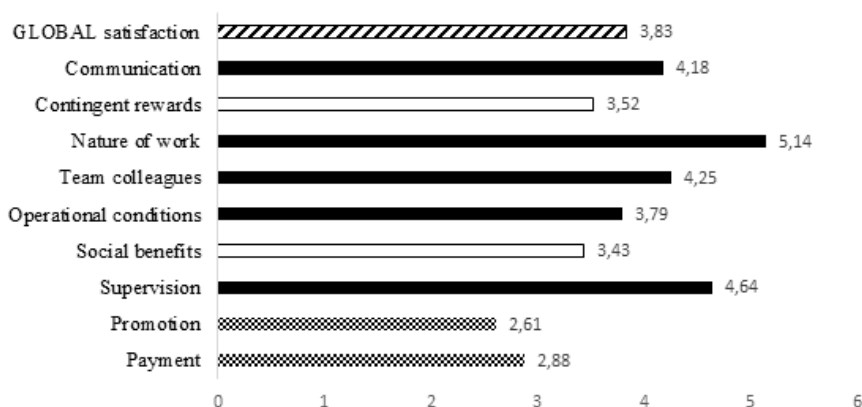
⁴⁶ SPECTOR, P. (2011). Job Satisfaction Survey. Retrieved from <https://paulspector.com/assessments/pauls-no-cost-assessments/job-satisfaction-survey-jss/>

both like and feel proud of their work and tasks. They agree that their supervisor is competent, fair, and interested in the feelings of their subordinates.

The “communication” and “co-workers” dimensions show an average of more than 4 points, indicating that employees of all IPSSs show satisfaction regarding the relationship with their co-workers and the communication process in place in their organisation, i.e., satisfaction with the feedback and advice given.

Findings in the 15 IPSSs indicate that IPSSs employees are not satisfied with the possibilities offered by their organisation for career progression (“promotion”) and “payment”. These two dimensions scored less than 3 points, which is below average. However, some employees rated these dimensions at 6 (the highest score), but others rated them at 1 (the lowest score).

Figure 3: Characterisation of IPSS Workplace Satisfaction:
General satisfaction and the nine dimensions under study



Evaluation of the responses⁴⁷:

- ≤ 3 => dissatisfaction 
- 3-4 => ambivalence 
- ≥ 4 => satisfaction 

Source: Own Elaboration

47 SPECTOR, P. (2011). Job Satisfaction Survey. Retrieved from <https://paul-spector.com/assessments/pauls-no-cost-assessments/job-satisfaction-survey-jss/>

Table 2: Mode, Minimum, and Maximum Work Satisfaction Dimensions for all IPSSs

Dimensions	Mode	Minimum	Maximum
Communication	4,25	1,00	6,00
Contingent Rewards	3,50	1,00	6,00
Nature of Work	6,00	2,25	6,00
Colleagues	5,00	1,00	6,00
Operational Conditions	3,50	1,00	6,00
Social Benefits	3,50	1,00	5,75
Supervision	6,00	1,00	6,00
Promotion	2,50	1,00	5,50
Payment	2,25	1,00	6,00

Source: Own Elaboration

6.3 Relationship between Organisational Culture and Job Satisfaction

To verify whether the organisational culture influences job satisfaction, we performed a multiple regression with the hierarchical method considering the four types of culture (clan, adhocracy, market and hierarchy), IPSS general satisfaction (Table 3), and the four types of culture and the nine dimensions of job satisfaction (Table 4).

The analysis of variance explained by models 1 and 2, which includes market and hierarchy types of culture, explains 31-34% of the overall satisfaction, so it is relevant to interpret the regression results. The results reveal a significant influence relationship between organisational culture and job satisfaction, specifically between market and hierarchy culture in IPSSs and low employee satisfaction with work (Table 3). However, compared to the hierarchy culture, the results show that market culture is significantly more related to low employee satisfaction (for every 0.58 points indicated as a perception of “Market” culture, General Satisfaction decreases by 0.40 points; for every 0.20 points indicated as a perception of “Hierarchy” culture, General Satisfaction decreases by 0.14 points). In other words, organisations oriented towards ambitious objectives and their achievement as a way of performing the work, mainly focused on meeting deadlines and exercising control to achieve organisational effectiveness, are more likely to have employees with low job satisfaction.

Table 3: Multiple Regression between the four types of culture and Global Satisfaction

Models		B	Standard Error B	β (standardised)
1	(Constant)	4.70	0.08	
	Market Culture	-0.36	0.03	-0.56*
2	(Constant)	5.32	0.17	
	Market Culture	-0.38	0.03	-0.58*
	Hierarchy Culture	-0.23	0.05	-0.20*
Model 1: $R^2 = .31$; Model 2: $R^2 = .34$ ($p < .001$). * $p < .001$				

Source: Own Elaboration

To further analyse the relationship between organisational culture and job satisfaction, we performed multiple regression between the seven dimensions of job satisfaction and the four types of culture (Table 3). The results show that job satisfaction variance (R^2) is mainly due to market and hierarchy culture. The dimensions of satisfaction with a higher R^2 , namely supervision (β standardised = -0.536), contingent rewards (β standardised = -0.487) and communication (β standardised = -.321), are negatively affected by market culture. In other words, when supervisors direct employees towards a result-oriented culture, satisfaction with their relationship is negatively affected; similarly, when rewards are dependent on achieving objectives, satisfaction is also lower.

It is important to stress the dimension of Communication since it is one of the few that is positively explained by clan culture. However, in the model that includes clan culture, 25.6% out of the 28.2% explained by the culture correspond to market culture, which negatively influences the dimension of communication. Thus, although clan culture has a positive influence on satisfaction with communication, this positivity is very small compared to the explanatory weight of market culture.

Taking into account the results of the multiple regression between the four types of culture and the seven dimensions, we found that organisations marked by a hierarchy culture or market culture are more likely to have their human resources poorly satisfied with the dimensions “payment” (hierarchy culture: β standardised = -.135; market culture: β standardised = -.280), “promotion” (hierarchy culture: β standardised = -.166; market culture: β standardised = -.378), and “contingent rewards” (hierarchy culture: β standardised = -.211; market culture: β standardised = -.487). The same happens regarding the dimension’s “supervision” (β standardised = -.536) and “nature of work” (β standardised = -.282) when organisations are characterised by a market culture.

Clan culture significantly and positively influences the “social benefits” and “communication” dimensions. The high positive ratio of “social benefits” to satisfaction (β standardised= 0.416) stands out. On the other hand, the “communication” dimension is perceived positively when there the clan culture prevails (β standardised= 0.245) and negatively perceived when associated with market culture (β standardised= -0.321).

Although there is a positive and significant correlation between clan culture and job satisfaction ($r=.529$, $p>.001$) (Table 5), when considering the multiple regression, it seems that there is no direct influence between them, so we cannot say that one determines the other (Table 3). The same happens with the adhocracy culture ($r=.318$, $p>.001$): although somewhat smaller, it also shows a positive correlation with job satisfaction. The correlations between market and hierarchy culture and job satisfaction are negative (Table 4), and they seem to influence low job satisfaction (Table 3).

Table 4: Multiple Regression between the four types of culture and the seven dimensions of Job Satisfaction

Dimensions	Models		B	Standard Error B	β (standardised)
Payment	1	(Constant)	3.65	.160	
		Market Culture	-.282	.061	-.264*
	2	(Constant)	4.35	.335	
		Market Culture	-.299	.061	-.280*
		Hierarchy Culture	-.256	.108	-.135**
Model 1: $R^2 = .070$; Model 2: $R^2 = .088$ ($p < .001$). * $p < .001$; ** $p > .001$					
Promotion	1	(Constant)	3.60	.142	
		Market Culture	-.349	.054	-.359*
	2	(Constant)	4.38	.294	
		Market Culture	-.368	.054	-.378*
		Hierarchy Culture	-.285	.095	-.166**
Model 1: $R^2 = .125$; Model 2: $R^2 = .156$ ($p < .001$). * $p < .001$; ** $p > .001$					
Payment	1	(Constant)	6.18	.141	
		Market Culture	-.576	.054	-.536*
Model 1: $R^2 = .288$; ($p < .001$). * $p < .001$					
Social Benefits	1	(Constant)	1.72	.190	
		Clan Culture	.499	.065	.416*
Model 1: $R^2 = .173$; ($p < .001$). * $p < .001$					

Dimensions	Models		B	Standard Error B	β (standardised)
Nature of Work	1	(Constant)	5.59	.107	
		Market Culture	-.202	.041	-.282*
	Model 1: R2 = .080; (p < .001). *p < .001				
Contingent Rewards	1	(Constant)	4.76	.145	
		Market Culture	-.486	.055	-.463*
	2	(Constant)	5.83	.297	
		Market Culture	-.512	.054	-.487*
		Hierarchy Culture	-.393	.096	-.211*
Model 1: R2 = .214; Model 2: R2 = .258 (p < .001). *p < .001					
Communication	1	(Constant)	5.39	.125	
		Market Culture	-.471	.048	-.506*
	2	(Constant)	4.23	.387	
		Market Culture	-.299	.072	-.321*
		Hierarchy Culture	.272	.086	.245**
Model 1: R2 = .256; Model 2: R2 = .282 (p < .001). *p < .001; ** p > .001					

Source: Own Elaboration

Table 5: Pearson correlation matrix

	Global Satisfaction	Clan culture	Adhocracy culture	Market culture	Hierarchy culture
Average	3,8459	2,7843	2,3122	2,3785	1,08410
Standard Deviation	0,69588	0,91327	0,55646	2,5558	0,61339
Global Satisfaction	1	,529**	,318**	-,561**	-,130*
Clan culture	,529**	1	,187**	-,753**	-,275**
Adhocracy culture	,318**	,187**	1	-,506**	-,170**
Market culture	-,561**	-,753**	-,506**	1	-0,116
Hierarchy culture	-,130*	-,275**	-,170**	-0,116	1

** Significant correlation at .01 (2 extremities)

* Significant correlation at .05 (2 extremities)

Source: Own Elaboration

7 DISCUSSION OF RESULTS

Regarding organisational culture, the IPSSs employees perceive a balanced cultural profile, i.e., one type of culture does not prevail over another, since all the profiles are in the range of 1 point. These are organisations whose focus of attention and importance is similar among the four types of culture⁴⁸. Although the differences are not statically significant, the culture recognised as the most prevalent is clan culture (focused on employees), and the least prevalent is adhocracy culture (focused on innovation).

From the managers' perspective, the scenario is different since there are significant differences between the four types of culture. Thus, they perceive the clan culture as the most prevalent in the organisation and the market culture as the least prevalent, i.e., managers consider that there is a culture that prevails over the others, contrary to the employees' perspective. The market culture, perceived by managers as the least prevalent type of culture in organisations, aims to control employees by emphasising productivity and performance. A strong orientation also characterises this type of culture towards results and achieving ambitious goals via the definition of efficiency (the means) and productivity (the ends) criteria⁴⁹.

In general, the employees of the IPSSs under study seem to be moderately satisfied with their work, namely regarding the nine dimensions considered (Payment, Promotions, Supervision, Social Benefits, Operating Conditions, Colleagues, Nature of Work, Contingent Rewards, and Communication).

Employees in the studied IPSSs are satisfied with their work and supervisors. There is a strong relationship between how much employees appreciate their working life and how satisfied they are with life in general⁵⁰, so employees who feel supported have a more positive perception of many aspects of their organizations⁵¹. Additionally, supervision is seen as one of the factors that most influence

⁴⁸ CAMERON, K. S., & QUINN, R. (2011). *Diagnosing and changing organization culture: based on the competing values framework* (3rd ed). San Francisco: Jossey-Bass.

⁴⁹ CAMERON, K. S., & QUINN, R. (2011). *Diagnosing and changing organization culture: based on the competing values framework* (3rd ed). San Francisco: Jossey-Bass.

CHAD, P. (2014). Organizational change within charities: improved performance via introduction of market orientation and other strategic orientations. *International Review on Public and Non-profit Marketing*, 11(1), 89–113. <https://doi.org/10.1007/s12208-014-0113-4>

⁵⁰ ROTHAUSEN, T.J., HENDERSON, K.E. (2019). Meaning-Based Job-Related Well-being: Exploring a Meaningful Work Conceptualization of Job Satisfaction. *Journal of Business Psychology*, 34, 357–376. <https://doi.org/10.1007/s10869-018-9545-x>

⁵¹ PRYSMAKOVA, P., & LALLATIN, N. (2023). Perceived organizational support in public and nonprofit organizations: Systematic review and directions for future research. *International Review of Administrative Sciences*, 89(2), 467–483. <https://doi.org/10.1177/00208523211033822>

satisfaction⁵². Moreover, the dimensions of “communication” and “co-workers” also show high satisfaction. Thus, the relationship and interaction with co-workers inside and outside the workplace are strongly related to job satisfaction; this dimension is one of the determining factors for employee satisfaction⁵⁵.

The only dimensions presenting a low level of satisfaction are “payment” and “promotion”. This low level of satisfaction is explained by the fact that wage conditions are effectively low for the type of work and the type of users they serve. Also, according to Paul Spector’s Job Satisfaction Survey for the non-profit sector, the dimensions of “pay” and “promotion” present the lowest averages, and the dimensions of “supervision”, “co-workers”, and “nature of work” present the highest average⁵³.

There is a different perception of culture by employees and managers. This situation can be corrected by adjusting employees’ organisational and personal values to achieve higher job satisfaction and higher performance, consequently leading to an improved willingness to remain in the organisation and not miss work⁵⁴.

There is a significant relationship between organisational culture and job satisfaction, and in IPSSs — a type of social economy organisation — the influence of culture on satisfaction seems to be different from that of for-profit organisations. Our study’s findings indicate that market and hierarchy cultures are related to low job satisfaction. Organisations marked by a hierarchy culture or a market culture are more likely to have individuals with lower job satisfaction. In other words, organisations oriented toward ambitious objectives and their achievement as a way of performing the work, meeting deadlines, and exercising control to achieve organisational effectiveness are more likely to have employees with a low level of satisfaction, as already shown previously⁵⁵.

Literature^{59 56} (Gull & Azam, 2012; Silva et al., 2018) indicates a positive relationship between clan culture and job satisfaction. However, in this study, findings

⁵² NORELHO, Ó., BORGES, E., & ABREU, M. (2019). Satisfação no Trabalho e Presentismo dos Trabalhadores de uma Instituição Particular de Solidariedade Social. *International Journal on Working Conditions*, 18–34.

⁵³ SPECTOR, P. (2011). Job Satisfaction Survey. Retrieved from <https://paulspector.com/assessments/pauls-no-cost-assessments/job-satisfaction-survey-jss/>

⁵⁴ NORELHO, Ó., BORGES, E., & ABREU, M. (2019). Satisfação no Trabalho e Presentismo dos Trabalhadores de uma Instituição Particular de Solidariedade Social. *International Journal on Working Conditions*, 18–34.

⁵⁵ SILVA, L. P., CASTRO, M. A. R., DOS-SANTOS, M. G., & NETO, P. J. de L. (2018). Comprometimento no trabalho e sua relação com a cultura organizacional mediada pela satisfação. *Revista Brasileira de Gestão de Negócios*, 20(3), 401–420. <https://doi.org/10.7819/rbgn.v20i3.3947>

⁵⁶ GULL, S., & AZAM, F. (2012). Impact of Organizational Culture Type on Job Satisfaction Level of Employees’ in Different Organizations of Lahore, Pakistan. *International Journal of Academic*

indicate that the market and the hierarchy cultures seem to determine the level of satisfaction, but negatively. Although there is a positive correlation between clan culture and adhocracy, the meaningful relationship is one of negativity.

This exploratory study presents a theoretical contribution to the study of SEOs and employee management in this area. The results regarding the level of satisfaction are in line with other sector samples. However, it seems that there is a different, influential, and uncovered relationship for the SEO sector that is different from what the literature advocates and worth exploring and validating further in other SEO contexts. So, from an empirical point of view, this work provides a benchmark for IPSSs to guide their practices and provide organisations with the means to collect data for reflection and continuous improvement.

8 CONCLUSIONS

The relationship between job satisfaction and organisational culture has been studied by some authors, seeking to analyse to what extent a particular type of culture can influence employee satisfaction⁵⁷.

Our research's challenge was understanding the relationship between organisational culture and job satisfaction within the context of SEOs, particularly IPSSs. Initially, we characterised the IPSSs' organisational culture and job satisfaction. Then we explored the relationship between organisational culture and job satisfaction to show which type of culture leads to the highest/lowest level of employee satisfaction. Our findings reveal that the culture perceived by employees is balanced, i.e., no culture prevails over another⁵⁸. However, managers perceive IPSSs differently. They feel organisations are characterised by a participatory environment, cohesion, teamwork, organisational involvement and commitment among employees (clan culture).

On the other hand, the market culture aims to control employees by emphasising productivity and work performance. Managers perceive it as the least preva-

Research in Business and Social Sciences, 2(12), 97–112. Retrieved from <http://www.hrmars.com/journals>

⁵⁷ GULL, S., & AZAM, F. (2012). Impact of Organizational Culture Type on Job Satisfaction Level of Employees' in Different Organizations of Lahore, Pakistan. *International Journal of Academic Research in Business and Social Sciences*, 2(12), 97–112. Retrieved from <http://www.hrmars.com/journals>

SILVA, L. P., CASTRO, M. A. R., DOS-SANTOS, M. G., & NETO, P. J. de L. (2018). Comprometimento no trabalho e sua relação com a cultura organizacional mediada pela satisfação. *Revista Brasileira de Gestão de Negócios*, 20(3), 401–420. <https://doi.org/10.7819/rbgn.v20i3.3947>

⁵⁸ CAMERON, K. S., & QUINN, R. (2011). *Diagnosing and changing organization culture: based on the competing values framework* (3rd ed). San Francisco: Jossey-Bass.

lent type of culture in organisations. Employees generally indicate they are neither satisfied nor dissatisfied with their work (ambivalence), although at levels close to satisfaction.

Our findings show that organisational culture and job satisfaction in IPSSs are statistically significantly related. Literature on this topic focuses on for-profit sectors and refers to the positive link between clan culture and job satisfaction⁵⁹. However, despite this positive correlation, in all these 15 IPSSs, the expected meaningful relationship did not occur, which reveals that market culture and hierarchy cultures are associated with low job satisfaction in this type of SEO. These exploratory findings open a new avenue for further theoretical and empirical studies on these constructs within the context of IPSSs and other SEO organisations and for employee management in IPSSs, namely regarding their retention and productivity.

8.1 Limitations and Suggestions for Research

The data obtained differ from those presented in the literature regarding other types of sectors and constitute an initial reference for future studies since their exploratory character. The number of institutions involved does not allow for generalisation; thus, the research can extend to a more significant number of IPSSs to obtain a more representative sample.

In response to a limitation of the analysis, it would be interesting to mention the demographic characterisation of the department where the participant works. This information enables analysing the internal sub-cultures on the one hand⁶⁰ and comparing the prevailing cultures in equivalent departments in the different organisations on the other hand. In this sense, analysing other IPSSs operating in the same sector would also be interesting to obtain more precise knowledge.

We did not pursue that avenue even though we used paired organisational information from employees and their managers. Future studies could further explore the differences in the perception of organisational culture to improve employees' job satisfaction.

⁵⁹ GULL, S., & AZAM, F. (2012). Impact of Organizational Culture Type on Job Satisfaction Level of Employees' in Different Organizations of Lahore, Pakistan. *International Journal of Academic Research in Business and Social Sciences*, 2(12), 97–112. Retrieved from <http://www.hrmars.com/journals>

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⁶⁰ CAMERON, K. S., & QUINN, R. (2011). *Diagnosing and changing organization culture: based on the competing values framework* (3rd ed). San Francisco: Jossey-Bass.

Besides the importance of attracting people to a growing sector, the results regarding job satisfaction *per se* give rise to another motivating theme to further explore: understanding what makes employees “satisfied” and going beyond the ambivalence shown by this population.

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