The Relationship Between Organizational Culture, Organizational Commitment and Job Satisfaction

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Abstract

This paper aimed to investigate relationships between the four types of Organizational Culture (Clan, Hierarchy, Adhocracy and Market) and the three dimensions of Organizational Commitment (Affective, Normative and Instrumental) in the Brazilian banking sector. It was also analyzed the relationship between these four types of Organizational Culture and Job Satisfaction dimensions (Relationship, Reward and Nature of work). Thus, it was applied an exploratory factor analysis (EFA) followed by a multiple regression to verify the relationship between the variables. The results pointed to a more significant relationship between the Clan and Hierarchy Cultures with the variables studied.

Keywords: Organizational Culture. Organizational Commitment. Job Satisfaction.

Introduction

Since Organizational Culture began to be studied, scholars investigate the correlation between this subject and others corporate dimensions, especially business per-

formance (Alvesson 1995, Deal and Kenneed 2000, Schnein 2004). In this connection, there would be, on the one hand, culture types more adequate to improve entrepreneurial success, while on the other hand there would be types of culture that restrict the company's results. The belief that Organizational Culture could influence business performance has led to an increase in scientific production on this subject (Aktouf, 2008). Several authors have developed approaches on Organizational Culture, which has contributed to the development of this subject of study in Brazil and abroad (Alvesson and Berg, 1992; Carrieri, 2001; Carvalho, Oliveira, Silva, 2013; Schadeck et al, 2016; Fernandes et al, 2015).

Among these culture approaches, stands out Cameron and Quinn (2006), for whom culture represents a set of perceptions, memories, beliefs, attitudes and definitions created by consensus. In addition, culture is seen as a competitive advantage that can be manageable and changeable. The culture approach of these authors is based on the vision of competitive cultural values, in which there are four cultural types called Clan culture, Adhocracy culture, Market culture and Hierarchy culture. The existence of beliefs belonging to each of these types comes from the predominance of associated behaviors for each type of culture.

When it comes to Organizational Commitment, scholars have examined this issue with the intention of increasing employee involvement with the organization. (Meyer and Allen, 1990; Bastos, 1993, Rodrigues and Bastos, 2010; Rocha; Honório, 2016, Alves, 2016, Oliveira, Costa, 2016). This stems from the understanding that improving employee engagement improves the business performance. In the case of Job Satisfaction, it is related to the feelings of the employee in relation to pay or fringe benefits, to other people such as coworkers or supervisors, to the natures of work itself and to the organization itself. (Spector et al, 2014, Cappi, Araujo, 2015).

Many studies have attempted to evaluate the relationship of Organizational Culture to other organizational dimensions, such as corporate strategy or even sexual harassment, among others, since it encompasses organizational beliefs and values that influence personnel management, management style, benefits and rewards, career plan, which would impact the Organizational Commitment and Job Satisfaction. For this reason, this research has been carried out with the objective of verifying relations between Organizational Culture, Organizational Commitment and Job Satisfaction since it is believed that committed and satisfied employees tend to perform better. (Meyer and Allen 1990, Spector 1985, 2003, Oliveira, Costa, 2016).

Thereby, researchers believe that they obtain better results by relating Organization Culture to levels of Job Satisfaction and Organizational Commitment than by implementing a type of culture from projects previously developed by consultants or even a type of cultures that has performed well in other organizations. In this conception, a good strategy would be to identify the type of culture that relates to these constructs. (Alvi, Hanif, Adil, Ahmed, Vveinhardt, 2014; Habib, Aslam, Hussain, Yasmeen, Ibrahim, 2014). Thus, instead of substituting the current culture for an ideal culture already "tested" in other organizations, the recommended strategy should be to strengthen that type of culture that creates Job Satisfaction and Organizational Commitment, to achieve the desired performance. (Gull and Azam, 2012; Bigliardi et al, 2012).

Some studies have pointed to the fact that different organizational cultures tend to develop different types of Organizational Commitment. Thus, this paper aims to investigate these relationships with employees of a Brazilian banking organization.

Review of Literature

Organizational Culture

The Organizational Culture is constituted by several elements that establish patterns or models of interpretations. These elements include formal and informal procedures and standards. They also include stories, codes of behavior, rituals, tasks, payment systems, among other ingredients (Martin, 1996). According to Schein (2009), Organizational Culture is the result of experiences lived and learned by a group, from situations in which they had to somehow deal with their problems of external adaptation and internal integration, and which worked well enough for be considered valid and transmitted to the new members as the correct way of perceiving, thinking and feeling in relation to those problems.

In a different approach, Alvesson (2007) views culture as "a more or less cohesive system of meanings and symbols in terms of which social interactions take place." Along the same lines, Geertz (1989) considered culture as "a web of meanings woven by men." In these definitions, culture represents a symbolic and present element in the life of the members of the organization that through their coexistence give meaning to the world where they act.

The concept of culture involves a diversity of dimensions. Schein (2009), for example, presents three levels of culture in an organization: (i) the Artifacts and Behaviors, considered the tangible, overt or verbally identifiable elements in an organization; (ii) the Espoused Values, which the organization's stated values and rules of behavior. It is how the members represent the organization both to themselves and to others; (iii) the Shared Basic Assumptions, the deeply embedded, taken-for-granted behaviors which are usually unconscious, but constitute the essence of culture.

However, although there are scholars who defend the idea of cultural unity (Schein, 2009; Meyerers and Martins, 1987), they recognize that culture should be seen from three different perspectives with various levels of integration, differentiation and/or fragmentation. The authors use the metaphor of "glue" to refer to the perspective of integration, because in this, culture would be something holds the organization together. Otherwise, differentiation and fragmentation demonstrate the existence of cultural diversity within organizations.

For Cameron and Quinn (2006), the culture of an organization is reflected by what is valued, dominant leadership styles, language and symbols, procedures and routines, and definitions of success that make a single organization. These authors point out that it is possible to find subcultures that can shape a conflicting environment and distract the organization from the achievement of its performance and effectiveness goals or, if aggregated, can give an approximate view of the organization's global culture (Fernandes et al, 2015). Culture, for these authors, represents a set of perceptions, memories, values, attitudes and definitions generated by consensus and therefore accepted by all. In the view of Cameron and Quinn (2006), culture is seen as a possible competitive advantage and can be manageable and changeable. For them, the

strength of culture lies in its ability to keep people together to overcome the fragmentation of the external environment, leading the company toward success. They developed a theoretical framework based on what they call Competing Values Framework. From their empirical studies, two major dimensions consistently emerged that summarize the indicators of organizational effectiveness. One dimension differentiates an emphasis on flexibility, discretion, and dynamism from an emphasis on stability, order, and control. The second dimension differentiates an internal orientation with a focus on integration, collaboration, and unity from an external orientation with a focus on differentiation, competition, and rivalry. Together these dimensions form four quadrants, each representing a distinct set of organizational and individual factors. Where the vertical axis represents the first dimension and the horizontal axis represents the second dimension. Considering its micro aspect, this dimension emphasizes from the well-being and development of the individual in the organization (integration), to the growth and development of the organization itself (differentiation). In its macro aspect the focus of this dimension extends between the internal environment and the external environment (Braga et al, 2014; Fernandes et al, 2015). The four quadrants of the models present distinct cultural elements, according to the main characteristics and values assumed, symbolizing the four types of culture (Clan culture, Adhocracy culture, Hierarchy culture and Market culture).

In the Clan culture, the focus is on flexibility and the internal environment, characterized by a friendly workplace where people share personal and professional experiences, having this denomination due to the similarity with a family-type organization in which the leader assumes the figure of a mentor. According to the authors, in this type of culture success is defined in terms of internal climate and concern for people, and teamwork is the best way to obtain business success (Cameron and Quinn, 2006; Braga et al, 2014; Fernandes et al, 2015)

The Hierarchy culture is characterized by the focus on the internal environment and by its emphasis on measurement, documentation, record keeping and communication control. When this type of culture is prevalent, an organization is characterized by a formal and structured work environment in which procedures control what as people do with formal rules and organizational policies. In this type of culture there is great emphasis on standardization and on multiple hierarchical levels (Cameron and Quinn, 2006).

Conversely, the Adhocracy culture aim at the external environment and flexibility. In it, organizations can promote adaptability, flexibility and creativity in the face of situations of uncertainty, ambiguity and information overload. For this reason, it is also known as Innovative culture. In this type of culture, values create changes and new challenges, success lies in innovative and pioneering initiatives. The work environment is dynamic, enterprising and creative. Commitment to experimentation and innovation is what keeps a cohesive organization in this type of culture (Cameron and Quinn, 2006).

Market culture is characterized by control and its direction to the external environment. It is a result-oriented organization. It emphasizes transactions with other elements to create competitive advantage (Cameron and Quinn, 2006). The organizations that present this type of culture have external orientation and are worried about the competitive market. The external environment is seen as hostile and demanding

consumers. The core values that dominate this type of organization are competitiveness and productivity, with a strong emphasis on external positioning and control.

Cameron and Quinn (2006) point out that although it is unlikely that an organization has characteristics of a single culture, but probably a type will predominate. Whereas types are opposites, as one gets stronger in organization, the other will be more weakened.

In order to operationalize the Competing Values Framework, the authors developed an organizational culture assessment tool, known as OCAI (The Organizational Culture Assessment Instrument). As stated, in this instrument, each quadrant represents basic assumptions, orientations and values, representing the same elements belonging to an organizational culture. The OCAI uses six organizational dimensions to evaluate an organization's culture: dominant characteristics, organizational leadership, management of employee, organizational glue, strategic emphases, and criteria for success. These dimensions form four quadrants that give rise to the CVF of Cameron and Quinn (2006).

In this work, to elaborate the survey questionnaire, it was necessary to select four of the six dimensions of CVF. The selection criteria used were the identification of the dimensions that would be more directly related to the relationship with the worker and that directly influenced their levels of Job Satisfaction and Organizational Commitment in agreement with the choice made by the research of Alvi et al (2014). Thus, in this work, the selected dimensions to measure organizational culture and its types were: Dominant Characteristics, Organizational Leadership, Management of Employee and Organization Glue.

In the "Dominant Characteristics" dimension, it seeks to identify if the organization as a very personal place. If it is similar to the extension of the family where people share information about themselves. It also seeks to know if the organization is a dynamic and entrepreneurial environment where people strive to the maximum and take risks or whether it is a results-oriented environment where people are competitive and seek to achieve their results or whether it is an organization characterized by rigid control where people are governed by formal procedures. Regarding "Organizational Leadership", it seeks to verify whether leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing, or through entrepreneurship, innovation and risks taking, or yet if the leadership in the organization is considered to exemplify a no-nonsense, aggressive, results-oriented focus, or even if it is considered to exemplify coordinating, organizing, or smooth-running efficiency.

The analysis of " Management of Employee " observes if the management style in the organization is characterized by teamwork, consensus, and participation or if it is characterized by individual risk-taking, innovation, freedom, and uniqueness, or even if it is characterized by hard-driving competitiveness, high demands, and achievement or yet if the management style is characterized by security of employment, conformity, predictability, and stability in relationships. Regarding Organization Glue, it has been sought to verify if the glue that holds organization together is loyalty and mutual commitment to innovation or if it is the emphasis on achievement and goal accomplishment or yet if the glue that holds organization together is formal rules and policies (BERNER et al., 2006).

Organizational Commitment

For this study, the Organizational Commitment Model of Meyer and Allen (1991) was used, in which the authors present three dimensions for the Organizational Commitment: Affective, Continuance and Normative. The Affective commitment refers to the employee's emotional attachment to, identification with, and involvement in the organization. In this dimension, the employee remains attached to the organization for loyalty, for a sense of belonging (ROCHA; HONÓRIO, 2015; ALVES, 2016; OLIVEIRA; COSTA, 2016; PIRES; COSTA; SIQUEIRA, 2015).

The commitment established based on the high costs associated with choosing to leave the organization is called Continuance commitment. Here the employee feels attached to his job because of the economic, social and even psychological difficulties he would have if he left the organization, that is, his permanence is calculated considering the sacrifices he would have to make if he had to leave the organization. Finally, the third type of commitment, presented by Meyer and Allen (1991), is the Normative commitment that is seen, by the employee, as an obligation to remain in the organization due to internalization or identification with organizational norms, values and goals. In this case, there is a sense of obligation to the organization (ROCHA; HONORIO, 2015).

Job Satisfaction

Among the different approaches related to Job Satisfaction, stand out two main groups: (i) The Global Job Satisfaction, which treats satisfaction as a unique feeling in relation to the job, and (ii) The Facets Job Satisfaction that deal with different aspects of the job, such as remuneration, contingent rewards and nature of work conditions (Job tasks themselves). Through the different facets, it would be possible to identify levels of satisfaction of the people involved with the organization (SPECTOR, 2006; MASCARENHAS, 2013).

In analyzing the work of Spector (2003), Roman, Stefano, Andrade e Zampier (2012) chose to group the satisfaction facets into three types, each of which contains three facets of Spector's classification (2003):

a)   Rewards: remuneration, promotion opportunities and fringe benefits

b)   Relationship: supervision, coworkers and job conditions

c)   Nature of work: nature of work, communication and security

For this paper, from each of the dimensions of Roman et al (2012), a facet was chosen. The criterion used to choose each one was the observation of proximity to the characteristics of the chosen dimensions of the Competing Values Framework (CVF) of the Organizational Culture. Thus, the Supervision facet was selected for Relationship dimension. While the Promotion Opportunities facet was selected to represent the Rewards dimension, and finally, the Nature of Work facet was chosen to represent the facet with the same title. According to Spector (1985), Locke (1976) and Garrido (2009), the Job Satisfaction Survey (JSS) measures these three dimensions considering:

a)   Promotion Opportunities: contentment with the opportunities that have already received from promotions, with the guarantees offered, the way the institution performs and the time of waiting for the promotions;

b)   Supervision: contentment with the organization and professional capacity of the immediate superior and his interest in the employee activities and the understanding between them;

c)   Nature of work: contentment with the tasks themselves, their variety and ability to absorb the employee.

The Data and Statistical Methodology

The data used in this research come from the survey applied to bank clerks of the twenty-six Brazilian states and the Federal District from September 2015 to February 2016. The survei was applied to workers of both gender, exercising different job functions, with varying age, schooling and company time. The quantitative data were collected through a multi-item scales, of which 1,735 questionnaires were answered. The survey had a total of 47 questions and was divided into two parts. The first part had 7 questions regarding respondent identification data such as: age, gender, region of the country, educational level, professional function, and company time. The second part of the survey had 40 questions regarding: Organizational Culture, Organization Commitment and Job Satisfaction. A five-point Likert scale was used, ranging from "Strongly Disagree" (1) to "Strongly Agree" (5). To evaluate Organizational Culture, it was used the Competing Values Framework of Cameron and Quinn (2006) and its tool of cultural evaluation called OCAI. The types of culture (Clan, Adhocracy, Hierarchy and Market) were approached through questions related to the following dimensions: organization glue, organizational leadership, management of employee and dominant characteristics of the organization, totaling 16 items aimed at investigating the predominant type of culture.

To measure Organizational Commitment, the three bases model of Meyer and Allen (1991) was used, which considers the types: Affective commitment, Normative commitment and Continuance commitment. To measure these three bases, four questions were selected for each of them, totaling 20 questions to measure the Organizational Commitment.

The Spector's Job Satisfaction Survey (JSS) was used to measure this construct. In his original work, the author used 9 facet scale to assess employee attitudes about the job and aspects of the job. However, for this study, only three facet scale were used: relationship, nature of work and reward, using four questions for each aspect, totaling 12 questions to measure job satisfaction. The questions regarding Organizational Culture, Job Satisfaction and Organizational Commitment were interspersed in the questionnaire to prevent respondents from recognizing any pattern of relationship between them.

The Figure 1 shows a graphical representation of the model used. The model presents the Organizational Culture (CO) and the four types of culture presented by Cameron and Quinn (2006): Clan culture (COC), Adhocracy culture (COA), Hierarchical culture (COH) and Market culture (COM); The Organizational Commitment (C), with the bases presented by Meyer and Allen (1991): Affective commitment (CA), Continu-

ance commitment (CI) and Normative commitment (CN); and Job Satisfaction (S), according to the model presented by Spector (2006): Relationship (SRL), Reward (SRC) and Nature of work (SNT).

This paper intended to verify the following hypotheses, through the theoretical model presented:

i.   Hypothesis 1: Organizational Commitment and its bases are influenced by the Organizational Culture;

ii.   Hypothesis 2: Job Satisfaction and its bases are influenced by the Organizational Culture;

The data were analyzed through using factor analysis followed by multiple regression, which allows to analyze the relationship between two or more independent variables and a dependent variable. The principal regression model is:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + ... + \beta_k X_k + e \qquad (1)$$

Where Y is the dependent variable, $X_1, X_2, ..., X_k$ are the independent variables, β_0 the constant term, $\beta_1, \beta_2, ..., \beta_k$ is the coefficients of each independent variable and e is the error term (Malhotra, 2012). Two constructs were analyzed: Organizational Commitment and Job Satisfaction (dependent variables) influenced by four independent variables, represented by Clan culture, Adhocracy culture, Hierarchy culture and Market culture. The models will be given by Equation (2) and Equation (3):

$$Y_C = \beta_0 + \beta_{COC} X_{COC} + \beta_{COA} X_{COA} + \beta_{COH} X_{COH} + \beta_{COM} X_{COM} + \beta_{VC} X_{VC} + e \qquad (2)$$

$$Y_S = \beta_0 + \beta_{COC} X_{COC} + \beta_{COA} X_{COA} + \beta_{COH} X_{COH} + \beta_{COM} X_{COM} + \beta_{VC} X_V + e \qquad (3)$$

In which, C represents the dependent variable Organizational Commitment, S represents the dependent variable Job Satisfaction and COC, COA, COH represent the independent variables Culture Clan culture, Adhocracy culture, Hierarchy culture and Market culture respectively and VC represents the control variables used in this paper: gender, region of the country, professional function and company time.
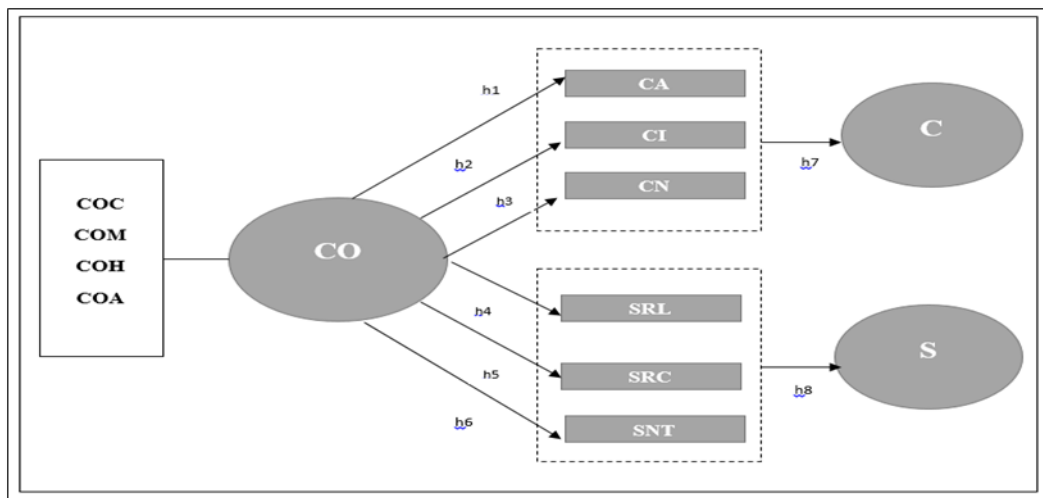
Figure 1: Model of Analysis - Relationship between O. Culture (CO), J. Satisfaction (S) and O. Commitment.
Source: Authors

The model, shown in Figure 2, presents the design and stages of the process used in this research. Initially, the data of each of the three variables were submitted to an exploratory factor analysis (EFA), with the intention of reducing the items of each construct, thus identifying the factors that represent them. The factors originating from culture were informed as explanatory variables (dependent variables), and the factors arising from Organizational Commitment and Job Satisfaction are reported as explained variables (dependent variables).
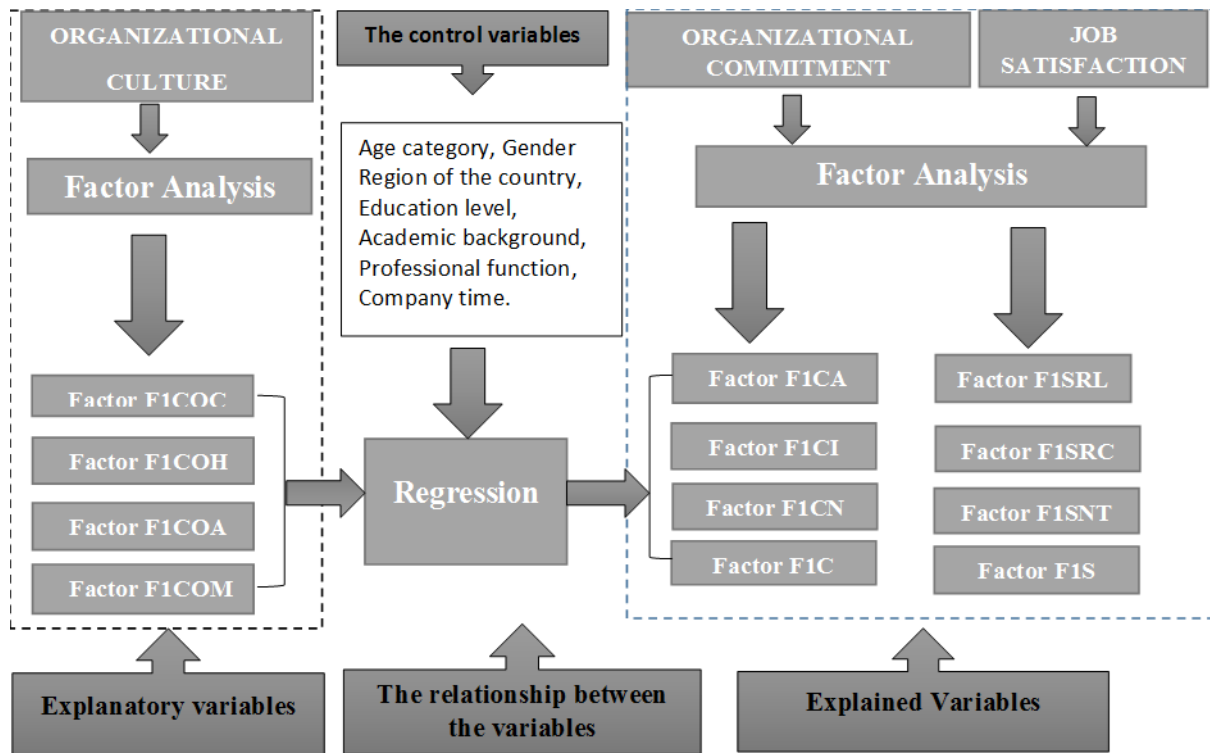
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Figure 2: Statistical model
Source: Authors

In Figure 2, each of the factors formed after the factor analysis is also described. They appear with the initials of the name "F1" indicating that a factor was formed for each set of questionnaire statements. After this, these factors were submitted to regression analysis to search for the relationship between the explanatory variables, explained and the control variables. The statistical treatment was processed by statistical software R, version 3.1.0, with subsequent analysis of the results and their implications.

The Data and Statistical Methodology

After the factor analysis of the variables, a multiple regression was performed to verify the relationship between the variables. For this purpose, it was necessary to

perform eight multiple regressions to evaluate each model separately. The general model of each regression will be given by Equation (4).

$$Y = \beta_0 + \beta_{COC} X_{COC} + \beta_{COA} X_{COA} + \beta_{COH} X_{COH} + \beta_{COM} X_{COM} + controls + e \qquad (4)$$

When analyzing the psychometric properties of the constructs under study and their respective dimensions (Table 1), it was verified that the Cronbach's alpha varied between 0.5 and 0.86, being verified the existence of reliability of these constructs.

Table 1 - Statistical reliability

Variable	Cronbach's alpha	KMO	Bartlett	p-valor
Commitment	0,79	0,83	1109,02	8.65e-197
Affective commitment	0,74	0,65	20,22	4.07e-05
Continuance commitment	0,69	0,73	2,27	0,321
Normative commitment	0,63	0,67	15,81	0,000368
Job Satisfaction	0,86	0,82	2738,72	0,00
Job Satisfaction - Relationship	0,81	0,5	14,45	0,000729
Job Satisfaction - Reward	0,77	0,66	9,44	0,0089
Job Satisfaction - Nature of work	0,83	0,71	16,63	0,000245
Clan culture	0,80	0,80	3,61	0,164
Adhocracy culture	0,71	0,73	22,77	<1.14e-05
Hierarchy culture	0,55	0,66	13,12	0,00141
Market Culture	0,50	0,60	51,57	6.34e-12

Source: Authors

The variable Organizational commitment presented an alpha value of 0.79, Job Satisfaction presented alpha of 0.86 and the Clan culture and Adhocracy culture variables presented the highest alphas among the independent variables 0.80 and 071, respectively.

The Kaiser-Meyer-Olkin (KMO), that measure sample adequacy, presented results above 0.5 for all studied variables, except for the Satisfaction-Relationship variable, whose KMO was 0.5. These values fall under the current theory, which advocates the use of factors with eigenvalues equal to or greater than 0.5 (MALHORTA, 2012).

Results

From the results of the regression analysis, Table 1 was constructed, which presents a summary of the significance and signal of the relations between the variables. In this context, the absence of significance in some relationships is evidenced.

Table 2: Statistical significance

	Clan culture	Hierarchy culture	Adhocracy culture	Market Culture	Gender	Company time	Region of the country	Professional function
Commitment	+ (***)	+ (***)	+ (***)	+ (**)	- (*)	+ (*)	+ (*)	+ (***)
C -Affective	+ (***)		+ (**)	+ (*)	- (*)	+ (***)		+ (***)
C - Normative	+ (***)	+ (***)	+ (***)		- (***)	+ (***)		+ (*)
Continuance	+ (***)	+ (***)		+ (***)			+ (**)	+ (***)
C -Job Satisfaction	+ (***)	+ (***)	+ (***)				- (**)	+ (***)
S - Nature of work	+ (***)	+ (***)	+ (***)		+ (**)	+ (**)	- (*)	+ (***)
S - Reward	+ (***)	+ (***)	+ (***)		- (**)	- (*)	- (**)	+ (***)
S - Relationship	+ (***)	+ (***)					+ (**)	

Note: (***) significance between 0 and 0.001, (**) significance between 0.001 and 0.01) and (*) significance between 0.01 and 0.05. Blank cells indicate absence of significance.

Source: Authors

From the information in Table 2, we can see that the Clan culture has a strong relationship with all the explained variables studied, which demonstrates the influence of a supportive culture for the Organizational Commitment and the Job Satisfaction.

The Hierarchy culture also had a strong relationship with Organizational Commitment and Job Satisfaction, but it did not demonstrate a significant relationship with Affective commitment, which was already expected, since the hierarchical structure itself does not benefit the commitment based in bonds of affection. On the other hand, the institution studied, as well as others of the same segment, has the characteristic of being highly formalized and structured, with a well-defined hierarchical structure. As is already expected from a banking work environment, the rules and regulations are well defined to avoid uncertainty, and the environment is characterized by a solid corporate governance. This may indicate that these values were already internalized by survey respondents.

On the other hand, the Adhocracy culture had strong relation with the Normative commitment and with Reward and Nature of the Work types of Job Satisfaction. While the Market Culture was related in a negative way with the Job Satisfaction dimensions (Relationship, Reward and Nature of work).

However, the Market culture was the one that showed weak correlation with the Job Satisfaction and Organizational Commitment, which is in line with some studies that indicate that Market culture is the one with the weakest correlations with Job Satisfaction and Organizational Commitment (Aldhuwaihi, 2013).

Regarding the gender of the survey respondents, it was verified that the female gender had a strong relation with the Normative Commitment, moderate relation with the Nature of the Work and with the Reward, and weak relation with the Affective commitment.

Despite the difference in the coefficients of each cultural type, the results demonstrated statistical influence on Organizational Commitment and Job Satisfaction. These findings launch a discussion about the theoretical model insofar as being "competitive values" would expect that there would be greater differences between the presence of cultural types.

Conclusions

This paper has demonstrated the relationships between the four types of Organizational Culture (Clan, Hierarchy, Adhocracy and Market) and the three dimensions of Organizational Commitment (Affective, Normative and Continuance). It was also demonstrated the relationship between these four types of Organizational Culture and Job Satisfaction dimensions, Relationship, Reward and Nature of work. After the analysis, it was verified that Clan culture has a significant effect on the three bases of the Commitment, and on the three dimensions of Job Satisfaction. The Hierarchy culture presented no significance correlation with Affective Commitment but presented significant relation with the two other bases of Organizational Commitment and with the three dimensions of Job Satisfaction. The Adhocracy culture had no significant relationship with Continuance commitment and with Relationship type of Job Satisfaction, though it presented significant correlation with other variables. Finally, Market culture had a significant effect only on Continuance commitment, however presenting a weak or nonexistent relationship with the other variables. The variables Organizational Commitment and Job Satisfaction showed correlation with variables gender, company time, region of the country and professional function.

It is noteworthy that there is not a strong predominance of only one of the cultural types of the model of Cameron and Quinn (2006). As expected, within Martin's (1996) model of cultural perspectives, only a few values are shared by all members of the organization. However, this seems different in this study. Thus, it is necessary to think about the extent to which the competitive model of Cameron and Quinn (2006) can be proven since in this study, more than three cultural types appear strongly influencing levels of satisfaction and commitment.

Finally, it is expected that this paper may help organizations verify, through empirical findings, how their people management actions are reflecting on Organizational commitment and Job Satisfaction, as well, it is expected that this work helps companies to develop new policies and practices that can be linked to the cultural types that most affect Organizational Commitment and Job Satisfaction, since Improving these elements yields better business results.

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