

**ORGANIZATIONAL CULTURE AND JOB SATISFACTION
AMONG QUARRY WORKERS IN OGUN STATE, NIGERIA: A
STUDY OF SELECTED QUARRIES**

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ABSTRACT: In spite of the important role of quarry workers in Ogun State's industrial and construction sector, low morale, high turnover or turnover intentions rate, frequent industrial disputes, and demotivation of workers have been reported, indicating the level of dissatisfaction among workers, but very few studies in the area of organizational culture and job satisfaction over the years in Nigeria have been conducted in this context. Based on Schein's Organizational Culture Model and Herzberg's Two-Factor Theory, this study examined the relationship between organizational culture and job satisfaction among selected quarry workers in Ogun State, Nigeria. The study adopted a descriptive cross-sectional design. A sampling of 231 quarry workers from three (3) quarries was drawn using a stratified random sampling technique. Data for the study were collected using validated scales for organizational culture and job satisfaction, and were analyzed using descriptive statistics, independent sample t-tests, and linear regression at the 5% level of significance. The result of the study revealed that organizational culture significantly correlated with quarry workers' job satisfaction levels ($\beta = .232$, $t = 3.613$, $p < 0.05$), accounting for 5.4% of the variance ($R^2 = .045$). While there was no significant difference in males' and females' job satisfaction levels based on the organizational culture of their queries. ($t(229) = .327$, $p > 0.05$). The study concludes that adequate, supportive, flexible organizational cultures that are clearly set, presented by quarry management, and understood by their workers enhance job satisfaction among workers. It is recommended that quarry owners continue to implement a strong organizational culture that fosters unhindered communication among workers, provide safety practices and training, allow participative management to thrive, and provide the needed and/or valuable resources that organizational members need, in order to increase productivity, retention, and job satisfaction.

Keywords: Organizational Culture, Job Satisfaction, Quarry Workers, Ogun State, Nigeria

INTRODUCTION

All over the world, the quarry industry is regarded as a crucial part of the engineering, construction and industrial value chain capable of providing critical raw materials like limestone, granites and laterites for the building of houses, roads and meaningful infrastructural development primarily in Nigeria. Ogun State, in Nigeria, is known to have abundant deposits of this natural resource and thereby hosts a number of quarries in the Southwest region of Nigeria. Thus, these quarries employ hundreds of workers to assist with blasting, crushing, haulage, and maintenance.

On the other hand, quarry activities are strenuous, hazardous, physically demanding and undertaken in an intense environment. Involving noise, dust and heavy vibrations due to the types of machines used in the process. Although quarry management focuses on meeting targets and increasing profit margins, in most cases, the needs, aspirations, and/or expectations of the workers are rarely met. Therefore, Schermerhorn, Hunt and Osborn (1997) opined that, just as a valuable machine should not be allowed to break down due to improper maintenance, the workers' efforts should not be lost due to inadequate care. Thus, managers, owners of organizations, must create opportunities for persons and groups of persons to make their optimum contributions in organizations and to experience satisfaction in the process

Job Satisfaction indicates enthusiasm and happiness with one's work. It is the key factor that leads to recognition, income promotion, and the achievement of other organizational goals, which in turn leads to a feeling of fulfilment (Kalisku, 2007). Also, Job Satisfaction is noted to be influenced by a combination of psychological, physiological, and work environmental circumstances, which cause an employee to say: "I am happy with my job" (Muwanguzi, 2022). Additionally, according to Judge (2017), Job Satisfaction is a positive emotional state resulting from an individual's evaluation of his or her job expectations in relation to how they feel about their role in the organization and the entire work environment.

Organizational culture in literature, like other concepts, seems not to have a single definition. Schein (1983) posits that organizational culture is the pattern of basic assumptions that a given group has invented, discovered or developed in learning to cope with its problems of external adaptation and internal integration. Thus, Fahmi (2017) noted that organizational culture is born out of the process of merging the cultural style and behaviour of each person previously brought into a new norm and philosophy, which has the energy and pride of the group to confront certain challenges and achieve goals. While Peter and Waterman (1982) opine that organizational culture is a dominant and coherent set of shared values conveyed through symbolic means such as stories, myths, legends, slogans, anecdotes, and fairy tales. From these definitions, each emphasizes a set of values held by persons within an organization. Those values tend to define what is good or acceptable behaviour and what is bad or unacceptable behaviour. Second, the values that make up organizational culture are taken for granted because they are assumptions and not written in books to make them explicit to organizational members during training programmes. Third, the emphasis on symbolic means through which the values in organizational culture are communicated. Thus, cultural values and their meanings are communicated to workers through stories, which, with time, develop on their own when repeated, told or shared by organizational members (Moorhead & Griffin, 1998)

Arguably, Khan et al. (2024) concluded that organizational culture significantly influences work performance, mental health of workers, and their level of job satisfaction, thereby encouraging a positive work environment in relation to effective leadership and worker engagement. In the same vein, Towers (2006) noted that a strong organizational culture tends to result in having motivated workers.

Statement of Problem

Despite the contributions of quarry workers in Ogun State, Nigeria, in particular, and to Nigeria's economic development, the quarry sector is often engulfed in confrontations and grievances, turnover intentions, and actual turnover, resulting from inadequate conditions of service and work stoppages. Field observations indicate low morale, inadequate communication or poor communication between quarry management and workers, and a culture among management that tends to favour outputs and profit over meeting the welfare needs of the workers. However, empirical research on organizational culture and job satisfaction in Nigeria is scarce, but there are studies on these topics among participants and in job settings such as hospitals, manufacturing companies, and service-oriented organizations. For example, Abifair (1997); Ogunkoya (2019); Adeniran (2011); Akintunde (2004); Amune (2013); Babalola et.al. (2013); Ekpennyong et al. (2016). All these authors examined organizational culture and job satisfaction, leaving out the quarry sector, which is known as a high-risk industry. Therefore, the understanding of the relationship between organizational culture and job satisfaction by the management of quarries may afford them the opportunity to make and implement policies and programmes aimed at increasing quarry workers' satisfaction.

Objectives of the Study

The main objective of the study was to investigate the influence of organizational culture on workers' job satisfaction levels in selected quarries in Ogun State, Nigeria.

The specific objective is:

1. To ascertain whether there are differences in job satisfaction levels of male and female workers among the selected quarries in Ogun State, Nigeria.

Research Questions

In order for the study to achieve the above set objectives, answers were provided for the following research questions:

1. Is there any influence of organizational culture on the job satisfaction levels of quarry workers?
2. Are there differences in job satisfaction levels of male and female workers in the selected quarries in Ogun State, Nigeria?

LITERATURE REVIEW

Conceptual Framework/Theoretical Review

The conceptual framework of this study posits that organizational culture influences job satisfaction among quarry workers. In the study, organizational culture is the independent variable. According to Schein (1992), organizational culture is defined as the values communicated through norms, artefacts, and observed in people's behavioural patterns. Similarly, organizational culture focuses on norms, customs, and a value system that shape workers' thinking and collaboration for successful organizational operations (Boddanovik,2024). Thus, organizational culture, as it conveys beliefs and values, makes the expected norms guiding behaviour in the organization available. Arguably, Schein (1992) sees organizational culture as a social force, largely invisible but very potent. More importantly, it is seen in this study as the personality of the quarry by denoting the ways activities are undertaken, the process of caring for the workforce and the basic values of the quarry management. Hence, culture can be intentionally or unintentionally kept and carried out for ages within an organization

Job satisfaction is the dependent variable in the study. It is conceptualized here as an attitude that is revealed by work morale, discipline, and performance. Job satisfaction refers to the feelings as they relate to the fulfilment of their work (Bamberger et. al., 2014; Seema et. al.,2021). For this reason, job satisfaction here is personal, as people experience different levels of satisfaction. Consequently, job satisfaction is regarded as a link which influences productivity, turnover, and well-being, and it is further influenced by self-efficacy and individual strain (Pechetty, 2022).

The conceptual framework suggests a direct relationship, indicating the nature and strength of the organizational culture practiced in the quarries, and, in addition, determines the level of job satisfaction experienced by the workers.

The study is grounded in Schein's (2010) theory of organizational culture and Herzberg's Two-Factor theory (1959). According to Schein (2010), basic values supporting innovation, norms for innovation, and artefacts of innovation lead to innovative behaviour. Furthermore, the theory states that innovative behaviour has performance implications for organizations. It follows that the theory explains a pattern of shared thoughts that are learned by a group of persons and how they try to solve problems of external adaptation and internal integration, which they regard as workable for new members, as the best way to think and feel in the organization.

Herzberg's two-factor theory posits that job satisfaction is influenced by two factors: motivation and hygiene. He noted recognition and achievement as motivators, which lead to higher satisfaction and motivation. Whereas hygiene factors, such as safety and working conditions, prevent dissatisfaction but do not increase motivation. However, Herzberg summed that the two sets of factors are required to create a productive work environment

The theoretical framework of the study integrates the two theories (Schein,2010 & Herzberg,1959) to explain how organizational culture guides the behaviour of workers in quarries, while the

motivation theory of Herzberg provides explanations on the basic components of job satisfaction that bring about satisfaction or dissatisfaction among workers.

Empirical Review

Work Culture and Job Satisfaction

Employees are the resource used to determine or sustain the organization's existence, growth, expansion, and survival, which depends on the quality and quantity of these persons and their level of satisfaction based on the culture and beliefs operating within the organization in which they work.

According to Ekpenyong et al. (2016), the study examines the impact of organizational culture on employee performance and job satisfaction, using Niger Delta University as a case study. Their study results indicated that organizational culture does not affect employees' and the organization's performance and satisfaction levels. Also, Olumide et al. (2025) investigated organizational culture, employee job satisfaction: the strategic implications for service-based organizations in Ibadan. In their study, they found that organizational culture significantly influences job satisfaction. This study indicated that a culture defined by fairness, innovation, ethics, and shared values enhanced satisfaction levels. Additionally, Chinedu (2025) examined organizational culture and employee job satisfaction among staff at Federal Polytechnic Nekede (academic and non-academic). This study revealed that leadership style has a significant impact on employee job satisfaction, since supportive and participatory style contributes positively to increasing workers' morale, while communication patterns within the Polyethnic were also found to significantly influence Job satisfaction.

Olumide (2017) investigated the correlation between organizational culture, leadership behaviour, and job satisfaction, using a cross-sectional study of general hospital nurses in Nigeria. The study results indicated that organizational culture correlated with leadership behaviour and job satisfaction. In the same vein, Abiona et al.'s (2023) study on organizational culture and employees' commitment: implications from the Federal College of Agriculture in Southwest, Nigeria, revealed that leadership, culture, norms, and values were significantly related to commitment within the study institution's organizational culture. More importantly, Ismail et al. (2023) investigated the mediating role of job satisfaction in the relationship between work environment, organizational culture, and employee performance and reported a positive and significant relationship between work environment, organizational culture, and employee performance, with job satisfaction mediating the relationship.

Furthermore, Adewojo et al. (2025) in their study examining the influence of organizational culture on job satisfaction of library personnel in research institutes libraries in South-West Nigeria, found that most library personnel indicated high levels of satisfaction with their work environment, recognition systems and other areas like communication transparency and resources granted to them. They also found a significant positive correlation between organizational culture and job satisfaction. Similarly, Okpara (2008) studied the effect of culture on job satisfaction and organizational commitment using information system managers in Nigeria. He found that the

culture factor is significantly positively related to both employee job satisfaction and organizational commitment. Meanwhile, Ogunkoya (2019) examined organizational culture perspectives and strategic management in Nigeria's manufacturing industry and found a significant relationship between culture and strategic management in the sector.

According to Koustelius (1991), a review of some related studies in organizational culture and job satisfaction, his investigation revealed that certain organizational cultural factors, such as the size of the organization's workforce, background attributes, and workers' national culture, were significant. differed significantly in their levels of job satisfaction, as these workers undertake their jobs in different organizations and operate within different cultures. He, however, concluded that when workers equate their current and desired cultures, they tend to experience a higher level of intrinsic satisfaction with their work. Nevertheless, Sodikini Junaedi & Desnatria (2024) investigated the impact of organizational culture on Job satisfaction using employees of PT Advics Manufacturing Indonesia, and their results revealed that organizational culture positively impacts employee Job satisfaction. Meanwhile, Sempsne, Rieger, and Roodt (2002) studied Job satisfaction in relation to organizational culture using 121 employees of a government welfare organization to provide services to underprivileged communities. The study found that a significant relationship exists between job satisfaction and organizational culture. In the same drive, Saliliu et al. (2016) study investigating the impact of organizational culture on employees' performance in Nigeria revealed that factors in organizational culture significantly predicted job performance.

Similarly, Maswani and Rahmat (2019) studied the relationship between organizational culture, job satisfaction, organizational commitment, and employees' performance among 135 government employees in the unit of the Secretary of Defense in Indonesia. The results of their study showed that organizational culture and job satisfaction significantly and positively affect organizational commitment: higher levels of these factors increase commitment, and the resulting higher commitment leads to greater employee performance. Also, Sreekumara, Nair, Lekshe, Aston, and Kozlovski (2019) investigated the relationship between organizational culture and job satisfaction among IT-sector employees in contrasting economies in the United Kingdom and India. The participants in the study comprised 450 (230 from India and 220 from the United Kingdom). The results of the study indicated that organizational culture has a significant impact on the job satisfaction levels of employees in the Indian IT sector, whereas there was no significant effect of organizational culture on the job satisfaction levels of employees in the United Kingdom IT sector. In addition, organizational culture had a different impact on male and female employees' levels of satisfaction in both India and the United Kingdom in the IT sector. Furthermore, organizational culture affected the job satisfaction of middle- and lower-level employees in both the Indian and United Kingdom economies.

Whereas Abawo and Obse (2024) conducted a study on organizational culture and organizational performance and asked if job satisfaction mediates the relationship. However, their study made use of 204 employees from the office of cooperative bank of Oromea in Ethiopia using structural equation modelling to analyze the data, their results revealed that, a significant indirect effect of organizational culture exist on performance and that a direct unaggregated effect analysis indicated the involvement and adaptability from cultural dimension and relationship with supervisors,

physical working condition and pay rates which are job related dimensions. These factors were noted to have significant effects on the organization's performance.

Additionally, the relationship, influence or effects of gender on job satisfaction is very important in determining the gender type within organizations that are more satisfied with their work in order to enable leaders, supervisors and managers of companies, institutions and organizations to make decisions and or make policies and programmes that would increase the levels of satisfaction among them or to close any observed gap(s).

In the literature of gender and job satisfaction, Singha and Raychaudhuri (2016) studied examining gender differences in job satisfaction and its relation to subjective sense of well-being and level of happiness in medical doctors of West Bengal, indicating that female doctors were more satisfied than their male counterparts in subjective well-being and level of happiness. Also, Flarences et al. (2010) studied gender and job satisfaction and found that gender differences exist in job satisfaction, even though women's roles at work are seen to be lower in position and pay, and fewer complaints in terms of dissatisfaction at work. The study concluded that job satisfaction is a dependent characteristic of job family, responsibilities and individual job expectations. Similarly, Clark, Sloane, and Williams (2000) investigated gender differences in job satisfaction and found a higher level of job satisfaction among female workers than among their male colleagues, even with lower pay.

The study by Bender, Donohue, and Heywood (2005), using a United States of America national study of the changing workplace, indicated that women had higher job satisfaction than men, and, more importantly, that higher workplace satisfaction is predominantly driven by more women than men. Furthermore, Pook, Fiistis, and Marian (2003) examined the impact of gender bias on job satisfaction using a sample of 932 workers in Eastern Europe. The result of their study indicated that women in that culture were more satisfied than men in their organizations.

In contrast to the study results presented above, Redmond and McGuinness (2019) explained gender differences in job satisfaction, citing results from similar studies that found women are more satisfied than men. However, these researchers added that the difference was no longer found when job preference was introduced. Redmond and McGuinness (2019) concluded that women receive less assistance from their organizations for advancement and, therefore, are less satisfied than men. In addition, they suggested that women who observed a lower level of satisfaction could also be due to being saddled with less challenging assignments and jobs that equal their background experiences.

Furthermore, Long's (2005) study, which used cross-sectional 2001 data, examined gender differences in job satisfaction and found that female workers, compared to their male colleagues, were less satisfied with their jobs when statistical and economic analyses were employed. In the same vein, Metle (2001) noted that job satisfaction among workers decreases with education level. He argued that higher levels of education increase workers' goals and income expectations. But concluded that women who participated in the study reported being discriminated against on the basis of seniority and qualifications, thereby engendering lower satisfaction among them.

Research Hypotheses

The following hypotheses were tested in the study:

1. **H1:** Organizational culture will significantly influence job satisfaction levels of quarry workers in Ogun State.
2. **H2:** There will be a significant difference in job satisfaction levels of male and female quarry workers in Ogun State based on the organizational culture of their quarries.

Methods

Design

This study used a descriptive cross-sectional design. The researchers adopted this design because it helps in the collection of data from participants who are large in number at a time and, more importantly, it assists the researchers in understanding the characteristics of the population, analyzing data changes over time, providing tools to compare participants' responses, and providing grounds for results explanations and conclusions. Thus, the independent variable in the study is organizational culture, while the dependent variable is job satisfaction. The researchers did not manipulate any variables in the study, as they had already occurred naturally before the start of the study.

Participants

The study population consisted of all quarry workers in the selected quarries in Ogun State (Sinotrust Mining and Quarry, Prorich PCC Quarry, and Multi Link Quarry-Ijebu-Ode and Ago-Iwoye, respectively), numbering Five Hundred and Fifty (550). Hence, a sample size of 231 from this population (550) was obtained using Taro Yamane's (1967) formula. The sample comprised workers who had been in the employment of these quarries for at least one (1) year and above, and those on leave and disciplinary actions against them were excluded from the study.

Sampling Technique

To achieve the purpose set out, qualified persons who worked in the quarries were selected using stratified random sampling. This particular technique was found suitable because the researchers needed to ensure the required representation of workers from the three quarry locations, taking into consideration the various job title categories (for example, machine operators, blasters, drillers, loaders, and supervisors). Importantly, the strata were derived from the locations of the quarries, and the participants were randomly selected within each stratum in proportion to the size of the workers in the quarries.

Instrument used in the Study

The instrument used for the study was a structured questionnaire comprising three sections (Sections A, B, and C). Section A of the questionnaire contains items assessing participants'

demographic data, including age, gender, education, years of experience, job role, and employment status. Section B contains items measuring organizational culture of the quarries using the organizational culture scale developed by Cameron and Quinn (1999). The scale is a 30-item scale with an internal consistency of 0.83, according to Cronbach's alpha for the present study. Section C contains items measuring job satisfaction levels of the quarry workers using the Job Satisfaction Survey (JSS) developed by Spector (1985). This scale is a 36-item, six-point Likert response format, ranging from 1 (“strongly disagree”) to 6 (“strongly agree”). The JSS has been revalidated for the Nigerian samples, indicating a reliability coefficient of 0.87 (Owolabi, 2012).

Data Collection Procedure

The study involved the collection of primary quantitative data using a structured questionnaire with three (3) sections: demographic variables, organizational culture, and job satisfaction. Hence, data collection was conducted with each participant's consent, and they were assured of the anonymity and confidentiality of their responses. The participants. However, the participants were also informed that they could withdraw at any point in the study without any sanction if they felt they could not continue. Additionally, the instruments were pilot-tested with 25 quarry workers from another quarry, which is not part of the ones used in this study, to ascertain the level of reliability and validity of their use locally in Nigeria. Thus, both pilot-tested scales showed reliability coefficients of 0.84 and 0.87, respectively.

Data Analysis

Data analysis for the study was undertaken using SPSS version 25. Thus, descriptive statistics, including frequencies, percentages, means, and standard deviations, were used to analyse the participants' demographic characteristics and responses. Hypothesis one, which stated that organizational culture will significantly influence the job satisfaction levels of quarry workers in Ogun State, was tested using regression analysis. While an independent samples t-test was used to analyse hypothesis two, which stated that there will be a significant difference in job satisfaction levels between male and female quarry workers in Ogun State based on the organizational culture of their quarries. However, the statistical significance was at $p < 0.05$.

RESULTS

Table 1: Socio-Demographic Variables of Quarry Workers in Ogun State (n=231)

Variables	Frequency	Percentage
Age		
Mean ± SD	37.8	±9.67
Gender		
Male	203	87.9
Female	28	12.1
Marital Status		
Single	54	23.4
Married	147	63.6
Divorced	18	7.8
Widowed	12	5.2
Educational Level		
First School Leaving Certificate	150	64.9
Secondary	40	17.3
Tertiary	41	17.7
Level of Skill		
Skilled Worker	94	40.7
Semi-Skilled Worker	53	22.9
Unskilled Worker	84	36.4
Income Level		
Below #50,000	40	17.3
#50,000 -#100,000	96	41.6
#101,000-#200,000	55	23.8
Above 200,000	40	17.3
Years of Experience		
0-5 Years	112	48.5
6-10 Years	106	45.9
11-15 Years	8	3.5
16+ Years	5	2.2

Table 1 above presents the socio-demographic characteristics of the participants in the study (n = 231). The mean age of the participants is approximately 38 years (Mean = 37.8, SD = ±9.67), indicating that the quarry workers were largely middle-aged adults. Gender indicated a greater percentage of males (203; 87.9%) while females consisted of a smaller percentage (28; 12.1%). This clearly indicates the fact that quarry work is a male-dominated industry. With regards to marital status, 147 (63.6%) were married, while 54 (23.4%) were single. 18 (7.8%) were divorced, and 12 (12; 5.2%) were widowed. Similarly, educational level indicated that 150 (64.9%) had attained junior-level education, while 40 (17.3%) had acquired secondary education and 41 (17.7%) had attained tertiary education. For the level of skill, all the workers were spread across different

skill levels. Skilled workers showed 94 (40.7%), followed by unskilled workers (84; 36.4%) and semi-skilled workers (53; 22.9%). Regarding income level, nearly half of the workers (96; 41.6%) earn between ₦50,000 and ₦100,000 per month, while 40 workers (17.3%) earn below ₦50,000. Another 55 workers (23.8%) earn between ₦101,000 and ₦200,000, and 40 (17.3%) earn above ₦200,000 monthly. In terms of years of experience, 112 participants indicated 48.5% had 0–5 years of work experience, while 106 (45.9%) had 6–10 years of experience. 8 participants indicating 3.5% had between 11–15 years of experience, and only 5 (2.2%) had worked for more than 16 years.

Hypothesis One

There will be a significant influence of organizational culture on the job satisfaction levels of quarry workers in Ogun State.

Table 2: Summary of linear regression showing the predictive ability of organizational culture on job satisfaction levels of quarry workers in Ogun state

Variable	B	T	P	R	R ²	F
Workplace Culture	.232	3.613	<0.05	.232	.054	13.057

Table 2 shows the regression analysis, indicating that organizational culture significantly influenced job satisfaction levels of quarry workers in Ogun State. Thus, the beta coefficient (β) is .232, with a t-value of 3.613 and a p-value less than 0.05, indicating that organizational culture explains the variation in job satisfaction levels of the workers. The correlation coefficient (R) is .232, and the coefficient of determination (R^2) is .054, indicating that organizational culture accounts for about 5.4% of the variance in quarry workers' job satisfaction levels. Additionally, the F-value of 13.057 is significant at the 0.05 level, indicating the variable's overall predictive ability. Arising from these findings, the alternative hypothesis, which states that the organizational culture of Ogun State quarries will significantly predict job satisfaction levels of their workers, is accepted.

Hypothesis Two

There will be a significant difference in job satisfaction levels of male and female quarry workers in Ogun State based on the organizational culture of their quarries.

Table 3: Summary of Independent Sample t-test showing the differences in job satisfaction levels of male and female quarry workers in Ogun state based on the organizational culture of their quarries

Variable	Gender	N	Mean	S. D	Df	T	P
Job Satisfaction	Male	203	69.59	10.25	229	.327	>.05
	Female	28	68.93	8.57			

$t(229) = .327, p > 0.05$

Table 3 above shows the t-test results for independent samples, indicating no significant difference in the job satisfaction levels of male and female quarry workers in Ogun State, based on the organizational culture of their quarries. From the table, the mean job satisfaction score for male workers is 69.59 (SD = 10.25), while that of female quarry workers is 68.93 (SD = 8.57). Also, the t-value is .327 with 229 degrees of freedom, and the p-value is greater than 0.05, implying that neither the male nor the female quarry worker could explain the variation in job satisfaction levels based on the organizational culture of their quarries. Therefore, since the observed differences are not statistically significant, the alternative hypothesis, which posits a significant difference in the job satisfaction levels of male and female quarry workers in Ogun State based on the organizational culture of their quarries, is rejected.

DISCUSSION OF FINDING

This study examined the influence of organizational culture on job satisfaction levels of quarry workers in Ogun State and ascertained whether there are differences in job satisfaction levels of male and female quarry workers in Ogun State based on the organizational culture of their quarries.

The study results indicated that organizational culture significantly influenced job satisfaction levels of quarry workers in Ogun State. The positive influence of organizational culture on job satisfaction is critical because quarry jobs are physically demanding. When workers feel supported by good values and that their expectations are met, they tend to report higher levels of job satisfaction. This study corroborates the results of other studies in the literature. For instance, Adewojo et al. (2025) in their study examining the influence of organizational culture on job satisfaction of library personnel in research institutes libraries in South-west Nigeria, found that most library personnel indicated high levels of satisfaction with their work environment, recognition systems and other areas like communication transparency and resources granted to them. They also found a significant positive correlation between organizational culture and job satisfaction. Similarly, Okpara (2008) studied the effect of culture on job satisfaction and organizational commitment using information system managers in Nigeria. He found that the culture factor is positively significantly related to both employee job satisfaction and organizational commitment. The study results of Sodikini Junaedi & Desnatria (2024), investigating the impact of organizational culture on Job satisfaction using employees of PT Advices Manufacturing Indonesia, are in consonance with this study, revealing that organizational culture positively impacts employee Job satisfaction.

Conversely, the study result indicated no significant difference in the job satisfaction levels of male and female quarry workers in Ogun State based on the organizational culture of their quarries. This means that quarry workers' gender does not significantly moderate the relationship between organizational culture and job satisfaction in quarries. Arguably, this result could be due to the homogeneity of working conditions across genders in quarries, which are physically demanding and dominated by male workers. This fact is clearly evident from the numbers of females versus males (28 (12.1%) females and 203 (87.9%) males) participants, which raises a statistical concern because the female participants formed a subgroup. However, the t-test may have lacked sufficient power to detect a moderate difference, even when one existed. But this study is at variance with the results of other studies in the literature. For example, Flarences et al. (2010) studied gender and job

satisfaction and found that gender differences exist in job satisfaction, even though women's roles at work are seen to be lower in position and pay, and fewer complaints in terms of dissatisfaction at work. Similarly, Long's (2005) study on gender and differences in job satisfaction found that female workers were less satisfied with their jobs than their male colleagues. Additionally, the studies of Redmond and McGuinness (2019), Bender, Donohue and Heywood (2005) and Clark, Sloane and Williams (2000) found a higher level of job satisfaction differences for both female and male workers in their studies

Conclusion

This current study concludes that organizational culture influences job satisfaction levels of quarry workers in Ogun State. On the other hand, male and female quarry workers showed no significant difference in job satisfaction levels across the organizational cultures of their quarries in Ogun State. This underscores the importance of cultural factors, such as supportive leadership, safety emphasis, mutual respect, and open communication, in shaping satisfaction levels. Enhancing workplace culture is therefore vital for improving job satisfaction, retention, and well-being in the quarry sector.

Implications

The results hold practical implications for managers, industry stakeholders, and policymakers. Since gender was not a significant determinant, interventions should focus on improving organizational factors that affect all workers equally. Promoting a positive, safety-conscious culture is particularly crucial in physically demanding industries. At the policy level, regulatory agencies should encourage workplace practices that prioritize employee welfare, inclusivity, and participation.

Recommendations

Arising from the study results, the following recommendations were arrived at:

1. That the management of these quarries should intentionally create a welfare programme, mentorship and orientation for newly employed workers
2. That the management should allow workers to make suggestions on how to improve the work methods adopted at the quarries
3. That the management of quarries should train every category of workers on its organizational culture in order to bring about satisfaction among them.
4. That appropriate communication channels should be clearly established in queries to avoid misunderstandings

Suggestion for further studies

The researchers hereby suggest that further studies should be conducted in this area, using quarry locations in each of the constituencies of Ogun State, and that, in addition, the levels of job satisfaction experienced by workers in these quarries should be compared. Second, further studies

examining the mediatory or moderating role of safety work climate, tenure, and organizational commitment in the influence of organizational culture on job satisfaction is recommended.

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