

ASSESSMENT OF THE LINK BETWEEN ORGANIZATIONAL CULTURE AND JOB SATISFACTION (STUDY OF AN INDIAN PUBLIC SECTOR)

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ABSTRACT

In the contemporary business environment, characterized by rapid changes, performance improvement becomes a significant challenge for each enterprise, which can not be addressed by a single activity, but rather by a series of continuous activities at all organizational levels.

This study investigates the impact of organizational culture on employees' job satisfaction. Despite extensive research on organizational culture, very little empirical research examines this scope of investigative study, thus the proposed model was developed and 96 employees surveyed, to test the hypothesis. Questionnaires developed by The Business Research Lab and employeesurveys.com for ascertaining the level of overall job satisfaction. Data were analyzed by employing correlation, simple and multiple regression analyses. Results revealed that employees' perceptions of organizational culture dimensions significantly relate to employees' job satisfaction, with those perceiving a greater degree of awareness of organizational culture dimensions exhibiting the more positive reactions towards job satisfaction.

The purpose of this investigation is four-fold. Firstly, to identify a set of organizational culture dimensions that would prove to be an effective guide in the measurement of employees' job satisfaction.

Keywords : Organizational Culture, Leadership, Management Style , Job satisfaction ,Management

1. INTRODUCTION:

In today's business environment, organizational culture is used as a powerful tool that portrays many facets of a workplace as well as to quantify the way a business functions. Research has confirmed that organizational culture is not only able to change, guide and display but also give significant contributions by influencing the thought, feeling, interacting and performance in

the organization. The importance of culture is enhanced through its impact on employee morale and work attitudes such as job satisfaction

Today, organizations need more from HR than someone to administer the tactical aspects of an employee survey and to check that managers are holding feedback discussions and have action plans.

Organizational culture and job satisfaction have received significant attention in studies of the work place. This is due to the general recognition that these variables can be the major determinants of organizational performance and effectiveness . Some studies have reported strong correlations of organizational commitment and job satisfaction with turnover. When employees are dissatisfied at work, they are less committed and will look for other opportunities to quit. If opportunities are unavailable, they may emotionally or mentally “withdraw” from the organization. Thus, organizational commitment and job satisfaction are important attitudes in assessing employees’ intention to quit and the overall contribution of the employee to the organization [17]

2. Literature Reviews

2.1 Organizational Culture :

The concept of ‘organizational culture’ has become popular since the early 1980s. Along with the growing interest in the topic, there seems to be little agreement within the literature as to what ‘organizational culture’ actually is and, therefore, there are different definitions and perspectives on this topic.

Culture encompasses the values, beliefs, attitudes and behaviour of an organization. Culture is how things get done in organizations. It is also a well known fact that an organization’s culture shapes its learning orientation. It is therefore important to understand the cultural aspects of the organization before planning any initiative in e-learning or knowledge management.”The culture of an organization is an amalgamation of the values and beliefs of the people in an organization. It can be felt in the implicit rules and expectations of behaviour in an organization where, even though the rules are not formally written down employees know what is expected of them. It is usually set by management whose decisions on policy usually set

up the culture of the organization. The organizational culture usually has values and beliefs that support the organizational goals.

Organizational or corporate culture is the pattern of values, norms, beliefs, attitudes and assumptions that may not have been articulated but shape the ways in which people behave and things get done. Values refer to what is believed to be important about how people and the organizations behave. Norms are the unwritten rules of behaviour. The definition emphasizes that organizational culture is concerned with abstractions such as values and norms which pervade the whole or part of an organization. They may not be defined, discussed or even noticed. Put another way, culture can be regarded as a ‘code word for the subjective side of organizational life’ Nevertheless; culture can have a significant influence on people’s Behavior [13]

An empirical study by Lund (2003) examined "the impact of the types of organizational culture on job satisfaction in a survey of marketing professionals in a cross-section of firms in the USA". Out of the 1,800 respondent questionnaires mailed, 360 usable questionnaires were received, representing a 21% response rate. The results indicated that job satisfaction levels varied across organizational cultural typology. [11]

Chow et al., (2001) conducted an empirical study to explore the association between organizational culture and job satisfaction in a Chinese cultural context. Hypothesis testing was conducted on 762 completed questionnaires. The questionnaire was completed by employees from a wide range of divisions and functional areas and across all staff levels. The results provided quite compelling support for the importance of organizational culture in affecting outcomes.[2]

Pool (2000) [18] "examined the relationship between organizational culture and job stressor. He found that executives working in a constructive

culture reduced the role stressors in their working environment" (Rashid et al., 2003. The results indicate that "a constructive culture will significantly reduce role stressors, thereby, decreasing job tension and increasing job satisfaction, job performance and job commitment" [21]

Gifford, Zammuto and Goodman (2002) [5] investigated the relationship between hospital unit culture and nurses' quality of work life within seven different hospitals, located in five Western United States cities. Data analysis showed that unit organizational culture did affect the nurses' quality of work life and that human relation cultural values were positively related to organizational commitment, job involvement, empowerment and job satisfaction.

Another empirical study conducted by Gray, Densten and Sarros (2003) [6] to examine executive perceptions of organizational culture and job satisfaction in small organizations (i.e. less than 100 employees), data were collected using a mailed survey resulting in a final total sample of 1,918 useable responses (i.e. 39% response rate). The results indicated that where emphasis on rewards and supportiveness were perceived as dominant cultural characteristics, there was a strong association with job satisfaction. The results were consistent with findings of previous research by Nystrom (1993) [15] in which he found that employees in strong cultures tended to express greater organizational commitment as well as higher job satisfaction within health care organizations

Crawford et al. (1999) used a causal modeling approach to examine the determinants of organizational commitment and labour turnover. Their main onclusion was that a variety of variables (age, preemployment expectations, erceived job characteristics, and the consideration dimension of leadership style) all influence

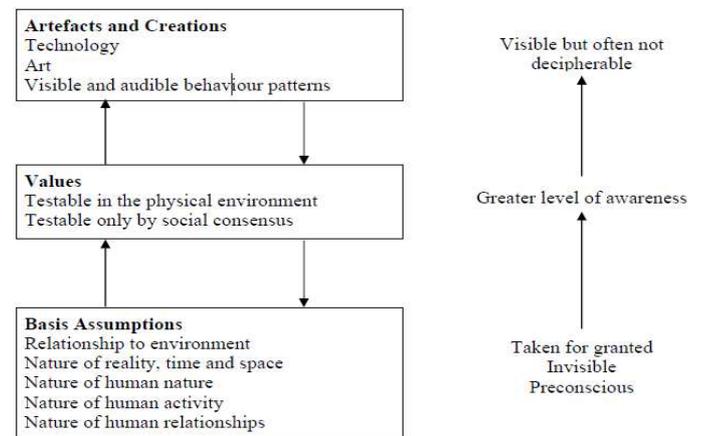
commitment indirectly via their effects on job satisfaction. In other words, job satisfaction mediated the effects these variables had on commitment. [4]

A weaker conclusion was drawn by Price and Mueller (1981 who concluded that the influence of some, but not all, antecedents of commitment were mediated by job satisfaction. Other antecedents (for example, professionalism and kinship responsibility) had a direct effect on commitment. [20]

2.2 Different aspects of organizational culture

Similarly, Schein (1989) referred to various 'cultural elements' such as the physical layout of an organization's offices, rules of interactions that are taught to newcomers, basic values that come to be seen as the organization's ideology or philosophy, and the underlying conceptual categories and assumptions that enable people to communicate and to interpret everyday occurrences. He distinguished among these elements by treating basic assumptions as the essence – what culture really is – and by treating values and behaviours as observed manifestations of the cultural essence. In a sense, he classified these elements into three levels of culture (see Figure 1)

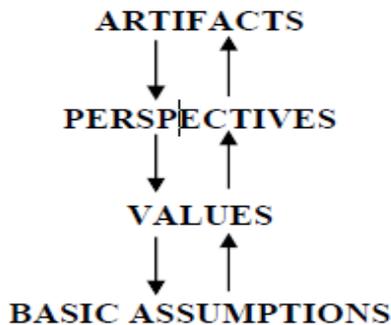
Fig. 1 : Levels of culture and their interaction



Source: Schein, EH 1989, *Organisational culture and leadership*, Jossey-Bass, San Francisco, p. 14.

Earlier, Lundberg (1985, p. 171-172) had offered a very similar view and distinguished four (4) separate levels of meaning for an organization's culture (adapted from Schein (1981) [22] and Dyer (1982) (See Figure .2)

Fig. 2 : Organizational culture – levels of meaning



Source: Adapted from Lundberg, CC 1985, 'On the feasibility of cultural intervention in organizations', *Organizational Culture*, Sage Publications, Beverley Hills, CA, pp. 171-172.[12]

At the more visible or superficial levels of culture in Schein's and Dyer's formulation are *artefacts*. These are tangible aspects shared by members of an organizational group, including variable verbal, behavioural and physical attributes. Also included are such things as the language, stories and myths, rituals, symbols and ceremonies, technology and art used by an organization. The next level involves *perspectives*: the rules and norms the members of a group or organization develop and share socially in any given context. Perspectives may be viewed as the solutions to a common set of problems encountered by organizational members from time to time. They define and interpret situations of organizational life and prescribe the bounds of acceptable behaviour in such situations. They are relatively concrete and members are usually aware of them. The *values* are the evaluation base that members of an organization

use for judging the 'rightness' or 'wrongness' of situations, acts, objects and people. Values reflect the real objectives, standards and goals in an organization and define as well its transgressions, sins, and wrongdoings. At the deepest level of an organizational culture are the *basic assumptions*, which are the tacit beliefs that members hold about themselves and the world, their relationships to one another and the nature of the organization in which they work. Largely unconscious, they underpin the first three levels above. They can be viewed as the implicit and abstract axioms that determine the values, perspectives and artefacts of an organization's culture.

Individuals with high desire for influence in the organization and satisfied with work situations showed clear authoritarian tendency in their personality, while persons with high need for social achievement and less satisfied with work situation tended to show democratic tendency in their personality. It seemed that the organization provided greater satisfaction to persons with high authoritarian tendency and high desire for influence. The democratic oriented persons with motivation for social achievement were not satisfied. Individuals with varying degrees of authoritarian personality tendency with varying need patterns interacting with an organizational climate, perceived mostly as authoritarian, showed varying degrees of work satisfaction. Work satisfaction emerged as a function of organizational climate, personality and need patterns.[19]

Harris and Mossholder (1996) point out that organizational culture stands as the center from which all other factors of human resource management derive. It is believed that culture influences individuals' attitudes concerning outcomes, such as commitment, motivation, morale, and satisfaction [7]

Odom, Boxx, and Dunn (1990), found that the bureaucratic culture neither improves nor distracts an employee’s commitment and satisfaction. They also found that employee attitudes and behaviors are enhanced by an organizational culture that exhibits innovative characteristics. Additionally, they found that employees who work in a supportive environment express more job-satisfaction [16]

Some organizational researchers argue that employing high performance work systems improves organizational productivity and increases job satisfaction (Appelbaum et al. 2000). [11]

Other researchers focus more squarely on the promise of bilateral control as a mechanism for workers to have meaningful input into decision making processes even as they directly relate to improving job satisfaction (Hodson 1999). [8]

2.3 Organizational Culture and Job Satisfaction:

Jimfrase and his colleagues propose that the culture of the workplace is the foundation from which workers develop an assessment of appropriate organizational behavior ([9] And their qualitative analysis highlights that the perceived gap between organizational norms and their actual implementations creates a deeply felt discontent for many workers from a number of social groupings.

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Wallach (1983) has suggested that individual job performance and favorable job outcomes, including job satisfaction, propensity to remain with the organization, and job involvement, depend upon the match between an individual’s characteristics and the organization’s culture. [24]

A study conducted by Odom,Boxx and Dnun (2003) at Mckinnon and co in Taiwan indicates that there is a quite compelling support for the importance organizational culture of in affecting job-satisfaction. They found that the bureaucratic culture neither improves nor distracts an employee’s commitment and satisfaction. They also found that employee attitudes and behaviors are enhanced by an organizational culture that exhibits innovative characteristics. Additionally, they found that employees who work in a supportive environment express more job-satisfaction. [16]

2.4 Job Satisfaction and turnover:

It has been found that employees who are not satisfied with their jobs will have high turnover. Employees who are satisfied will not have high turnover. Satisfaction is also negatively related to turnover but the co-relation is stronger than what we found in absenteeism. Employee performance is a moderating factor of the satisfaction—Turnover relationship. In recent times a phenomenon amongst the software engineers whose performance is high, their turnover has been noticed as high because of competition for personal growth. Organization lures the competent person for their organizational growth. [23]

Organization cares for such high performers and their retention. Poor performers do not leave the organization for fear of lack of job opportunity outside. Dissatisfied workers may express their satisfaction as given in **Figure.3** below. The responses are based on two dimensions i.e. constructive/destructive and activity/passivity

Fig. 3. Expression of dis-satisfaction

		Active		
		Exit	Voice	
Destructive		Neglect	Loyalty	Constructive
		Passive		

Exit – individual starts searching a new job and resign from the current job.

Voice – employees tries to improve working conditions. In the process suggestion to management are submitted, increased union activates and communication is important.

Loyalty– workers behave passively in situation like external criticism. They wait for things to improve on their own.

Neglect – deliberately and consciously allow conditions to worsen by long absenteeism, lack of interest for quality control, targets, quota, etc. They put in reduced efforts and display lack of interest

3. Scope (An Overview of selected Universe , SAIL—RSP,India)

Rourkela Steel Plant (RSP), the First Temple of Modern India under the ageis of Steel Authority of India Limited is the pride of Orissa. The state’s glorious heritage of initiative, enterprise and entrepreneurial brilliance finds its modern expression in the Steel Plant. Rourkela Steel Plant is located in the north-western tip of Orissa and at the heart of a rich mineral belt.

A major producer of diversified range of sophisticated steel products, RSP is an integral part of the Steel Authority of India Limited (SAIL) - a Navratna Company. Built in the late 50’s with West German collaboration, RSP was the first integrated steel plant to be set up in the public sector. RSP also pioneered the adoption of the sophisticated LD process of steel making in Asia. The Plant, initially designed to produce half a million ton (MT) of crude steel per annum, was upgraded to produce 1 million ton of crude steel. The production of hot metal commenced at RSP with the lighting up of its first Blast Furnace

‘Parvati’ by the then President of India, His Excellency Dr. Rajendra Prasad on 3rd February, 1959. The other units at the 1 MT stage were commissioned by the early part of 1962.

In order to meet the additional demand for flat products in the country, the capacity of the steel plant was further expanded to 1.8 MT. Commissioning of the expansion units commenced in 1965 and was completed by 1969. In order to overcome technological obsolescence and to continue to remain competitive in the market place, RSP went for further modernization in 1988. The modernisation of the Plant was completed in two phases from 1994 to 1999. With this the production capacity of the Steel Plant was augmented to 2 million tons of Hot Metal and 1.8 Million tons of Crude Steel with total Human resource of 12853 .

4. Current Research Hypotheses / Research Objectives

In order to bridge the gap and provide organizations with practical assistance in dealing with this issue, this research is aimed towards:

1) Determining the relationship between the organizational culture dimensions and job satisfaction among Employee of Indian Public Sector(Steel Authority of India Ltd.-Rourkela Steel Plant)

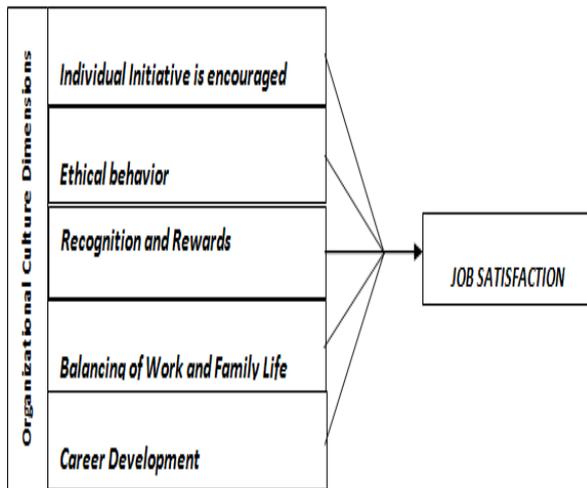
4.1 Research Framework:

The conceptual schema of this study focuses on the development of a theoretical organizational culture model as a systematic way in measuring the employees' job satisfaction. Examining the relationship between the organizational culture and job satisfaction should contribute to our knowledge of the relationship that exists between them.

The link between the dimensions of organizational culture and employees' job satisfaction is illustrated in **Figure 4**. In this

theoretical framework, organizational culture dimensions are independent variables and employees' job satisfaction is a dependent variable. The present study thus attempts to bridge the gap by providing a basis for a thorough and insightful discernment of organizational culture and job satisfaction. The model suggests that the greater the extent to which these five dimensions of organizational culture are present, the greater will be the satisfaction of employees

Fig. 4 Research Frame work



4.2 Hypothesis Development:

Based on the extensive study of previous research, it would therefore suggest that organizational culture improves employees' job satisfaction. As such, the following hypothesis is proposed:

H1: Employees perceiving organizational culture dimensions such as Encouragement to Individual initiative, Tolerance to unethical behaviour, value of Ethical behaviour to Profit, Balancing of work and family life are strongly associated with employees' job satisfaction within their respective organizations.

5. Methodology :

Standard Methodology adopted for this work like sampling procedure, data collection procedures

and operational measures of variables used in the study as well as the statistical tests used to evaluate the hypothesis.

5.1 Sampling procedure:

There were 80 (80%) Non-Executive and 20 (20%) Executives espondents. Out of this group of respondents, 18% aged were between 25-30 years old, 34% between 30-35 years old and the remaining 48% aged over 35 years old. From the age group results, these organizations consisted of a rather old population with about 48% of them being 30 years of age or older. 62.30% of the sample respondents were married. Out of all the respondents, 65 (65%) had achieved at least a Diploma qualification. Employees from two category were represented in the sample (i.e. Non-executive, N =80; executives, N= 20).

5.2 Variable Measurements:

Independent Variables: Organizational Culture Dimensions

This measure is based on the five dimensions of organizational culture developed by Business Research Lab xxx with appropriate changes to make the items more relevant to the present study.

According to Cooke and Rousseau (1988)[3], organizational culture is a multidimensional construct, and therefore it is essential to evaluate each dimension. *The five dimensions which consist of 25 items are* supportiveness to individual initiatives; emphasis on rewards; Ethical behaviour, Balancing of work and family life ,Respect to individual Employee ;

Sample items include " Management is flexible and understands the importance of balancing my work and personal life " (Scope for work life balance); " Individual initiative is encouraged at RSP " (emphasis on Initiative/Innovation); " My Company displays values I share " (Recognition and Rewards); "The organization encourages and supports innovation" (innovation); The people at my company always behave in an ethical manner "

(Ethical behaviour). The performance appraisal system is fair (Career Development) Responses to these items were made on a five-point Likert format which ranged from 1 = "strongly disagree" to 5 = "strongly agree". The mean Cronbach's alpha coefficient of 0.60 indicated acceptable reliability for the instrument.

5.3 Dependent Variable: Job Satisfaction

Job satisfactoni:

Locke (1976) defines job satisfaction as an emotional reaction that "results from the perception that one's job fulfils or allows the fulfilment of one's important job values, providing and to the degree that those values are congruent with one's needs". This was operationalised by a five-item scale adapted from Wright and Cropanzana (1998) reflecting overall general satisfaction with the job. Each item measured a dimension of the satisfaction constructs: degree of satisfaction with the work, co-workers, supervision, total pay and promotional opportunities. Each item requires the respondents to indicate their agreement or disagreement on a five-point scale ranging from 1 = "strongly disagree" to 5 = "strongly agree". Sample items are "All in all, I am satisfied with the work of my job" and "All in all, I am satisfied with my co-workers". The internal consistency reliability coefficient for the scale was 0.87. [10]

6 .Result of the Survey

6.1 Reliability Analysis

Reliability outcomes for the total sample presented in **Table-1** reflect several interesting findings. The reliability of the questionnaire was tested according to Cronbach's Alpha measurements. The reliability coefficient (Alpha) of each dimension of organizational culture were as follows: Recognition and Rewards (81%); Ethical behavior (64%); Career Development

(72%), Balancing of Work and Family Life (70%) and Individual Initiative (69%). The reliability coefficients of all the five dimensions of organizational culture are good, thus adequately meeting the standards for such research (Nunnally, 1967) [14]

Table.1: Reliability of Organizational Culture Dimensions (N=100)

Measures	N	Number of Items	Reliability
Recognition and Rewards	100	5	0.81
Ethical Behaviour	100	5	0.64
Individual Initiative	100	4	0.69
Balancing of Work & Family life	100	4	0.70
Career Development	100	4	0.72
Job satisfaction	100	5	0.87

Table .2: Mean, Standard Deviation and Scales of Organizational Culture Dimensions and Job Satisfaction (N=100)

Measures	Mean	SD	Scale
Recognition and Rewards	3.66	0.49	1-5
Ethical Behaviour	3.60	0.62	1-5
Individual Initiative	3.74	0.59	1-5
Balancing of Work & Family life	3.77	0.48	1-5
Career Development	3.90	0.57	1-5
Job satisfaction	3.78	0.58	1-5

6.2 Descriptive Statistical Analysis:

Table-2 indicates that employees within the SAIL-Rourkela Steel Plant, India perceived Career Development (M = 3.90, SD = 0.57) (with the highest mean scores) to be the most dominant organizational culture dimension within their firms and evident to a considerable extent, followed by Balancing of Work & Family life (M = 3.77, SD = 0.48), Individual Initiative (M = 3.74, SD = 0.59), Recognition and Rewards (M = 3.66, SD = 0.49) which were all rated as moderate dimensions of their firm. Emphasis on Ethical Behaviour (M = 3.60, SD = 0.62), with the lowest mean score was perceived on the overall as least practised within these organizations. Meanwhile, the degree of organizational culture on job satisfaction in these organizations was largely positive. The standard

deviations were quite high, indicating the dispersion in a widely-spread distribution. This means that the effects of organizational culture on job satisfaction are an approximation to a normal distribution. This also indicates that respondents were in favour of job satisfaction.

6.3 Correlation Analysis: Relationships between the variables

The correlation matrix in **Table 3** indicates that organizational culture was positively and moderately correlated with employees' satisfaction. There were strong positive relationships between Recognition and Rewards and Job satisfaction ($r = 0.71, n = 96, p < 0.01$). The moderate positive correlations were for Individual Initiative and job satisfaction ($r=0.66, n=96, p < 0.01$) and between Ethical behavior and job satisfaction ($r=0.62, n=96, p < 0.01$), Balancing of Work and Family Life and job satisfaction ($r=0.59, n=96, p < 0.01$). The weakest correlation was for Career Development with job satisfaction ($r=0.35, n=96, p < 0.01$). The findings show that the respondents who better perceived organizational culture exhibited more positive reactions in favour of employees' satisfaction.

Table.3:Co-relation of Organizational Culture Dimensions and Job Satisfaction (N=100)

Measures	1	2	3	4	5
Recognition and Rewards					
Ethical Behaviour	0.70#				
Individual Initiative	0.77#	0.63#			
Balancing of Work & Family life	0.70#	0.64#	0.72#		
Career Development	0.61#	0.37#	0.50#	0.54#	
Job satisfaction	0.71#	0.62#	0.66#	0.59#	0.35#

Co-relation is significant at $p < 0.01$ level [2 tailed test]

7. CONCLUSION

In summary, this paper reports on an exploratory investigation of the relationship between organizational culture and Job satisfaction based on study of SAIL-Rourkela Steel Plant, India.

The findings stress the need to monitor organizational culture and to evolve better management practices so that employees' satisfaction is maintained at a high level. In other words, the findings could prescribe potential practical implications for managers in management development programmes consistent with the training needs of the employees in the organization. Hence, employees will be likely to perform better and feel a high level of job satisfaction, and in turn will develop more commitment towards their organizations. Finally, the higher levels of employees' satisfaction in such organizations may give an advantage over other organizations in attracting and retaining employees in a competitive environment.

It is concluded that , organizational culture does play an important role in promoting the job satisfaction for employees towards the organizational success,and this could only be achieved by ensuring that an appropriate culture was being developed or shaped in the organization that matched managerial values, attitudes and behaviours .Evidently,organizational culture does affect employees' job satisfaction.This study shows that there is a positive relationship between organizational culture and employee job satisfaction.

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