CHAPTER –II

REVIEW OF LITERATURE
In the previous chapter the main variables of the study were thoroughly discussed. Before starting with investigation we must extensively review existing research pertaining to the present study. This would lead to better understanding of research background against which the current investigation was carried out and also why the need for the study was felt.

The entire literature review is portioned into three parts. The first part carries researches on organizational culture, second part is Job Satisfaction and third part is Organizational Role Stress. Finally from the entire review of literature need for the current study is identified.

**ORGANIZATIONAL CULTURE AND JOB SATISFACTION**

The attainment and improvement of an organization depends on how effectively and efficiently does the employee perform. Culture is the behavior of humans within an organization and the meaning that people attach to those behaviors.

Parthasarathy and Ramalingam (2015) surveyed 229 respondents working with industrial estates in Chennai district of Tamil Nadu and suggested that there is significant difference in the mean of organizational culture factor across the organizational outcome as perceived by the employees. Hence appropriate organizational culture variable should be promoted in the organization to enhance the employee motivation.

Neelam et al (2015) examined a sample of 218 IT professionals in Pune, India. The results showed that the respondents most valued the OCTAPACE elements of proaction, trust, openness, and experimentation. Perceived autonomy, experimentation, and collaboration positively influenced affective commitment, while confrontation and experimentation were found to be positive indicators of normative commitment. Authenticity was found to have links with continuance commitment. Overall, the study supports the notion that affective commitment,
which is significantly high among Indian IT workers, can be further enhanced through the development of an open culture in which employees are trusted and encouraged to generate ideas, experiment collaboratively, and participate in decision making.

Samuel (2015) studied the effect of organizational culture and stress on organizational employee commitment on a sample of 315 staff members of the Test Development Division of the National Examinations Council (NECO) Lagos, Nigeria and found that the relationship among organizational culture, stress and commitment are significant. The study suggests that there is need to change the culture orientation of the departments, reduce the stress levels of the employees and improve the organizational commitment of the employees.

Zennuchemand Zhang (2014) analyzed past 12 years research papers in top eight management journals of leadership and organizational culture, to summarize the relation between the two. The finding showed that leadership has stronger relationship with a more innovative and supportive organizational culture.

Belias D,Koustelios A (2014) in their study found that changing a culture is a large-scale undertaking and all of the organizational tools for changing minds will need to be put in play. To change or to manage corporate culture one has to be able to define and therefore pinpoint exactly what it is one is trying to change. The evidence in this study suggests that leadership is associated with organizational culture, primarily through the processes of articulating a vision and to a lesser extent through the setting of expectations.

Gjuraj, 2013 analysed that Culture itself is a product of a group of people living at the same place and having similar attitudes and behavior. People who belong to a certain culture share similar norms, history, religion, values and artifacts which distinguish them from others. Therefore, there are numerous national cultures and even more subcultures, providing certain types of organization and action. In
modern societies, however, culture is considered to be a tangible or intangible environment in which a group of people live and work together.

To understand the level of organizational culture Salleh (2012) analyzed 62 employees of retail organizations in Malaysia to study level of the job satisfaction, organizational culture, and turnover intention of employees. On the facets such as promotion, work itself, co-workers, and supervisors findings showed that respondents were moderately satisfied but were unsatisfied with salary part. They showed high intention to leave the organization with little commitment with organization.

Mehr et al (2012) conducted a study on 151 physical education officer staff of Mazandaran province and found that there is no relation between job satisfaction and organization culture and further recommend that the general manager and managers should improve the organizational culture components such as “coordinate change, achieving goals, coordinated teamwork, customer oriented” and this would lead to higher job satisfaction level. Shurbagi et al (2012) tried to investigate the relationship between organizational culture and job satisfaction on 227 employees of National Oil Corporation of Libya. The empirical results indicate that the relationship between organizational culture and job satisfaction in National Oil Corporation of Libya is positive significant relationship, while the dominant culture in NOC of Libya is Hierarchy culture.

Shamaila Gull (2012) conducted research on 220 employees to find the relative variance between the types of culture and job satisfaction level particularly in organizations of Lahore, Pakistan. The results declare that Clan and Adhocracy have a positive relationship with job satisfaction i.e. employees who work under these organized cultures are showing higher job satisfaction levels, Hierarchy and Market were found to be in a negative relationship with job satisfaction i.e. employees who work in accordance to these culture show job dissatisfaction.
Memon et al (2012) identified the impact of organizational culture on the employees’ job satisfaction in the faculty members of public sector universities of Pakistan. The sample was drawn from university faculty members of two public sector universities of Pakistan, -Sindh University and Shah Abdul Latif University Khairpur. The result indicated that the organizational culture has positive and significant relationship with the employees’ job satisfaction in the faculty members of public sector universities of Pakistan.

But in an organization people coming from across the cultures have to accept one culture that is ORGANISATIONAL CULTURE. Organizational culture is defined as glue that holds the organization together. Organization is basically a group or collection of people who are working together to achieve one goal that is organizational goal to reach the pinnacle of success. A well defined and accepted culture leads to satisfaction amongst employees and lowering of organizational role stress at each phase of their work environment. Perceived organisational support (POS) is the result of effective implementation of workplace policies and perceptions of fair treatment.

Finding of Sabri et al (2011) proved that Supportive organizational culture may raise the level of job satisfaction of teachers and satisfied teachers may produce healthy, satisfied and creative minds. This research was done on 347 teachers to determine the effect of organizational culture on job satisfaction level of teachers of public and private sector higher education institutes and universities of Lahore.

Tsai (2011) studied 200 hospital nurses in Tiawan to found out level of organizational culture, Job satisfaction, and leadership behavior among them. He found that there is positive significant relationship between organization culture and job satisfaction. He further found that job satisfaction level among nurses is high and they endorse the culture as positive..

In order to understand individuals behavior and attitude towards work life, there is a need to understand their values and cultures (Bardi& Goodwin, 2011). The
perceptions of workplace culture and satisfaction level may be influenced by individual cultural values, beliefs and norms, gender, age, level of education, experience and hierarchical level in organization. Moreover people from different backgrounds identify with and observe their jobs through unique socially and culturally constructed experiences which may be responsible for greater or lesser perceptions of stress (Bhagat et al., 2010).

Priem (2010) in his research found that amongst all dimensions of organizational culture the supportive dimension lead to the highest level of job satisfaction.

Mansor et al (2010) surveyed 697 tax employees from the Royal Malaysian Customs Wilayah Persekutuan Kuala Lumpur (RMC-WPKL) to study organisational culture, employee job stress and job satisfaction within tax administrations. The results show that the employees are unaware on the evaluation for a raise or promotion thus leading to higher stress level, the results even revealed that there is no concern for employees’ welfare, and there is no system for recognizing and rewarding outstanding performance resulting in job dissatisfaction. Thus action should be taken to change the department’s culture orientation, reduce employees’ stress and improve employees’ satisfaction.

Hsu (2009) identified that in era of ever changing technology, a dynamic and innovative environment is increasingly being required in a knowledge-based economy. He surveyed 418 R&D professionals in the high-tech industry in Taiwan to investigate the relationship between organizational learning culture and job-related behaviors of job satisfaction, organizational commitment, and turnover intention. The results of the study indicated that R&D professionals’ perceptions of a high level of organizational learning culture has a positive effect on job satisfaction and organizational commitment, and job satisfaction has a negative effect on turnover intention and a positive effect on organizational commitment. Martins (2007) studied a sample of 181 employees’ to find relation between experiences of their organization’s culture and general satisfaction levels.
of a South African engineering company. The result showed that the significant
difference lies because of biological difference

Satisfied employees will lead to high organizational performances and
commitment of employees (Snipes et al., 2005). Individualism/collectivism is an
important cultural dimension that has been linked to individuals’ perceptions of
well-being and satisfaction (Liu & Spector, 2005)

At second level is The innovative dimension and the bureaucratic dimensions is at
the lowest level of employee job satisfaction (Silverthorne, 2004). According to
Lund (2003), “the cultures clan and adhocracy are positively related to job
satisfaction and that hierarchy and market are negatively related to job satisfaction” . In accordance to his research the order of culture according to
satisfaction level, from the highest to the lowest level of job satisfaction, is; clan, adhocracy, market, and hierarchy cultures . in order to succeed in competitive
environment it has become mandatory for every organization to satisfy its
employees thus implementing clan culture. The conclusion can be that the
characteristics of the supportive dimension, characteristics of a clan culture and
positive job characteristics will result in positive employee job satisfaction.
Positive work environments reinforced through just organizational policies and
strategies have been found to reduce and alleviate workplace stress (Faragher et
al., 2004).

Sempane et al (2002) conducted a research on 200 employees working for
government welfare organization that render support services to children from
underprivileged communities to study revealed that there is high correlation
between variables of job satisfaction and organization culture.

Lok et al (2003) examined the effect of organizational culture, job satisfaction and
organizational commitment in sample of 337 Hong Kong and Australian
managers. Significant differences between the two samples were found on
dimensions of innovative and supportive cultures, and it was also found that job
satisfaction and organizational commitment with the Australian sample have higher mean scores on all these variables. The effect of a leader styles on commitment, being stronger in Australian sample.

Both individualism and collectivism cultural constructs have been helpful in predicting behaviour and responses in research spanning the past few decades (Triandis&Gelfand, 1998).

**JOB SATISFACTION AND INDIVIDUALS CHARACTERISTICS**

Satisfaction at work which is termed as job satisfaction is influenced by what an employee brings with him, his total personality, attitudes, likes and dislikes, personal characteristic. Job life is one of the important aspects of the total life experience of an individual and his personal characteristics have great influence on his job satisfaction. Personal characteristics are demographic variables as age, sex, education, experience, marital status and religion etc.

A large number of studies were conducted by various researchers to establish relation between job satisfaction and personal characteristics.

Some researchers worked on to find relationship between gender difference (Male and female) and its effect on job satisfaction. Bhallaet(2013) presented that male employees in retail sector are more satisfied as compared to their female counterparts. Dixit (1993) probed job satisfaction of male and female primary school teacher with respect to service conditions viz. salary, physical facilities, institutional plans and policies, satisfaction with authorities, social status, family welfare, rapport with students and relationship with co-workers. The result indicated that level of job satisfaction is higher in female teachers as compared to their counterparts. Female teachers even enjoyed good reputation amongst students and their co-workers. The similar research result was brought forward by Padmavathi, 1995; and Panda et al. 1996, that female teachers were more satisfied
than male teachers. Whereas Mason et al. (1995) explored that the gender differences have no effect on level of job satisfaction in management department. Both male and female enjoy equal level of satisfaction. Khan et al (2013) surveyed 40 respondents of Operations Department of Islamic Banks in Lahore Pakistan to determine whether Age and Gender have significant impact on the Level of Job Satisfaction (JS)? The results revealed that; Organizational Climate and Occupational Stress have significant impact on the Level of Job Satisfaction (JS), however the level of Age doesn’t matter but gender difference revealed that male are more satisfied as compared to females.

There is a complex relationship between age and job satisfaction of employees. It is expected that as the person grows older he would get greater satisfaction with his/her job because of the experience that he would be able to perform it easily but some employees on the contrary starts feeling dissatisfied because of monotonous retinue or stagnant position even growing family demands. Guha (1965), Sinha and Agarwala (1971) found positive relationship between age and job satisfaction. Various number of researches have shown significant positive relationship between age and job satisfaction (Kakkar, 1983; Singh, 1985; Dixit, 1986 Srivastava, 1986’ Okola and Eddy, 1994; Chandraiah, 1995; Birdi et al, 1995 and Panda et al, 1996). There are few investigators who have revealed that age was found to be curve-linearly and significantly related with job satisfaction (Super, 1939; Dwivedi and Pestonjee, 1975). Whereas some researcher observed that age is not associated with job satisfaction (Sinha, 1958; Natraj and Hafeez 1965; Sinha and Nair, 1965; Ghosh and Shukla, 1967; Rao, 1970; Vasudeva and Rajbir, 1976; Gupta, 1980; and Porwal, 1980) suggesting thereby that the variable job satisfaction is not influenced by age.

Sinha & Sharma (1962), Okola& Eddy (1994) in their respective studies found that married employees were more satisfied with their job in comparison to their unmarried counterparts. Even Rao (1970) found that single unmarried employees are more satisfied with their job than married employees. Some of the
investigators found that there is no relationship between marital status and job satisfaction of employees (Guha, 1965; Ghose and Shukla, 1967; and Agarwala and Sinha, 1971).

Another major element education that plays a crucial role in defining job satisfaction level amongst employees, various authors have described that higher education leads to more satisfaction but on contrary some authors have also defined that low education leads to higher satisfaction depending upon level at which work is being performed. Sinha and Agarwala (1971) found out negative relationship. They found low educated employees were more satisfied. The result of the study supports the findings of the study conducted by Padmavati, 1995. Whereas Rao, 1970; found relationship i.e. higher education leads to higher job satisfaction.

Practice or experience makes a man perfect, various authors have reported in accordance to the proverb but with the constant upgradation of technology and new ways of working some authors are of view that innovations and latest trends are brought into the market through fresher’s or less experienced employees. Several attempts have been made to find out the relationship between job satisfaction and year of work experience, but did not find relationship between job satisfaction and experience, (Ghosh and Skukla, 1967; Rao, 1970; Siha and Agarwala, 1971) Whereas Narchal, Alagh and Kishore,(1984) found “positive relationship between job satisfaction and work experience”. Similarly Saiyadain (1985) found that “respondents with 15 to 19 years of experience were found more satisfied than those with less than five years of job experience”. Future he concluded that job satisfaction increases with increasing years of experience. Biggs (1998) suggested that “job satisfaction increases as the work experience increases”. Whereas Vasudeva and Rajbir (1976) found negative relation between job satisfaction and work experience. Singh and Ojha (1989) reported a curvilinear relationship, and many more researchers failed to find any such
relationship between job satisfaction and experience (Kaur, 1984; Abraham, 1994; and Okaola et al, 1994).

ORGANIZATIONAL ROLE STRESS AND JOB SATISFACTION

Khanna, 2015 studied ORS and life satisfaction among 40 female doctors between age 25 to 60 years in hospitals of Shimla and found that a negative and significant relationship between life satisfaction and ORS and its component among the female doctors, i.e. higher the life satisfaction lower the stress related to the organization and vice-versa.

Sabherwal et al (2015) analyzed 200 faculty members of different higher educational institutions in Pune and found that the determinants of stress among the administrators are numerous and varied, with compilation of results, time pressures, lack of infrastructure, student’s indiscipline and poor pay prospects as very high ranked stressors. The findings also revealed that the administrators experienced, on an average a low to moderate level of stress and this did not negatively affect their performance.

Goyal and Kashyap (2015) compared the level of stress vis-à-vis different demographic factors of 250 insurance employees belonging to different cities of Punjab and results revealed that there is a significant correlation among the sources of organizational role stress. It was found that Role Isolation was the main concern of the Insurance Employees that lead to stress at the work place. The results also indicated that certain Demographic variables do influence the level of stress among managers.

Muhammad Umar Bin Ajmal, and Sana Irfan (2014) conducted a study on the topic of Understanding the Moderating Role of Islamic Work Ethics between Job Stress and Work Outcomes. This study reveals the moderating role played by Islamic Work Ethics between job Stress and Work Outcomes. It is clear from this study
that between job stress and job satisfaction there is negative relation and when ever Islamic Work Ethics is introduced as a moderator, it strengthens their relationship even more. This study reveals that job stress has positive impact on turnover intention and when their relationship is tested with Islamic Work Ethics as a moderator, it shows insignificant negative relationship with each other.

Bhalla et al (2013) found that private sectors top executives are showing high level of organizational role stress and the main stressors are role erosion, role isolation and inter role distance while top executives of public sector enterprise feel the level of organizational role stress is moderate and dominant stressors are similar to that of private enterprises. The research was conducted 350 top executives of public and private enterprises to check the level of organizational role stress and stress tolerance level They also found some positive correlations with organizational role stress, anxiety, depression and anger and stress tolerance level like anger, anxiety, depression, type of behavior at low level in the case of private enterprises executives

Nazneen&Bhalla (2013) found that the employees of organized retail sectors are suffering with high level of organizational role stress and dominant stressors are “personal inadequacy, role erosion, role stagnation and inter role distance” the result even showed that are male face high level of organizational role stress as compared to female employees. This study was conducted on 218 male employees and 132 female employees of organized retail sectors and. Bhalla and Sayeed (2013) analyzed 150 executives of organized retail sector and found that the employees are suffering with high level of organizational role stress and the dominant stressors are “role erosion, inter role distance, role expectation conflict and personal inadequacy”.

Nazneen&Bhalla( 2013 ) analyzed 220 faculty members of Public and Private Universities and found that faculty members of private universities are suffering with High level of Organizational Role Stress as compared to their Public Universities counterparts. The dominant role stressors found were “role erosion,
inter-role distance, role expectation conflict and personal inadequacy”. While in the case of faculty members of public universities the dominant stressors are “role erosion, resource inadequacy, role expectation conflict and role isolation”. They even concluded that a significant negative correlation exist between total organizational role stress and organizational commitment, means, if in any organization level of stress will go up the organizational commitment will go down and vice-versa.

Bhalla and Sayeed (2013) conducted a study on 150 executives of organized retail sector and found that the employees are showing low level of organizational commitment and moderate level of organizational role stress. They proved that negative significant relationship exists between organizational role stress and organizational commitment. Bemana et al (2013) conducted a study on 200 public municipality personnel from Shiraz area in Iran to investigate the relationship between job stress and job satisfaction. A significant negative relationship exist between job stress and job satisfaction and there isn’t significant difference between two genders in job stress and job satisfaction and it is suggested that constant appraisal programs and appreciation should be given to reenergize and motivate employees as they are the main asset of any organization.

Suryawanshi et al (2013) analyzed 200 employees of different organizations of Surat region to study various dimensions of Organizational Role Stress like “role stagnation, role overload, inter role distance, role ambiguity and role expectation conflict in relation to job satisfaction” he found that stress and Job Satisfaction have no significant relationship because job satisfaction may get influenced by other factors like rewards, pay, incentive, performance appraisal. Bano (2012), showed that there is no significant difference between public and private sector employees in terms of total stress levels, but certain individual stressors such as “work experience and educational qualifications” do yield differences. This survey was conducted on 182 public and 120 private sector employees in Uttar Pradesh, India.
Nazneen and Singh (2012) conducted a study on 126 faculty members of UPTU and PTU affiliated institutions and found that PTU faculty members are showing high level of organizational role stress than their UPTU counterparts and dominant stressors are “role erosion, role expectation conflict, inter role distance and role isolation”.

Muncherjee and Pestonjee (2013) surveyed in private bank to find out organizational role stress and emotional intelligence level. 56 Top Executives were analyzed and the result showed high level of organizational role stress among them and the dominant stressors were “role over load, inter role distance, personal inadequacy and role erosion” respectively. Malhotra et al (2012) conducted a research on the 300 employees working in the call centers of the Mohali, Panchkula and Chandigarh to study that the search for job satisfaction can be the reason stress among the employees. The result reveals that “salary, job task, colleagues, sense of purpose, career path opportunity, work environment, autonomy and workload” are the major variables to introduce the stress among the employees.

Pathak (2012) examined a sample of 200 managers of Private Sector Organizations of Delhi/NCR region to establish the relationship between organizational stress and job satisfaction level. The results indicates negative correlation between organizational stress and job satisfaction level among employees; he even concluded that perceived organizational support is a powerful moderator which lessens the amount of stress experienced and thus leads to higher job satisfaction.

Jennifer Rae Rineer(2012)This study examined the role of age as a moderator in the relationship between job characteristics and two individual outcomes, job satisfaction and job tension. This study contributes to the existing literature by answering the call to examine the role of individual differences in the relationship between job design features and outcomes, and by increasing knowledge of the
types of job characteristics that increase job satisfaction and reduce job tension for older and younger.

Sharma (2012) concluded that the commercial banks are required to wake up to the fact that role stress has multifaceted relationship with performance-related benefits by doing research on 550 frontline employees of commercial banks of Jammu and Kashmir State (India).

Malik et al (2010) studied mediating effects of job satisfaction on role stressors namely, “role overload and role conflict” on 151 branch managers of private sector commercial banks in. Results revealed that role overload and role conflict have direct and negative influence job satisfaction. The results also revealed that role overload and role conflict have direct and negative influence on affective commitment. Ismail et al (2009) conducted a research on 200 academic employees in private institutions of higher learning in Kuching City, Malaysia. And found that occupational stress does act as a partial determinant of job satisfaction.

Cordero (2009) discussed in his dissertation on how organizational role stress affects the burnout and voluntary turnover of 121 project managers. The effect of “role-space conflicts and role-set conflicts on job satisfaction and organizational commitment”, which are antecedents to voluntary turnover, were examined in his study, and inter-role distance, role stagnation, personal adequacy, self-role conflict, role erosion, role overload, role isolation, role ambiguity, and resource adequacy . The analysis reveals that there is a moderate negative correlation between organizational role stress and organizational commitment, a moderate negative correlation with job satisfaction, and a moderate positive correlation with voluntary turnover.

Ho Wh (2009) conducted a research to find whether the job rotation system might encourage nurses and how role stress among nurses could affect their job satisfaction and organizational commitment. The research was conducted on 532
nurses. Findings of the research were- 1. Job satisfaction could have a positive effect on organizational commitment; 2. Role stress among nurses could have a negative effect on their job satisfaction; 3. Role stress could have a negative effect on their organizational commitment.

Lehal (2007) surveyed 200 employees both male and female of private to study Organizational role stress and Job satisfaction. The results of public sector are better than private sector in both job satisfaction and ORS. Further in public sector, female executives are more stressful than males. But in case of JS, in the same sector, female executives are more satisfied with their jobs. The result indicated that there is a strong but negative relationship between two variables.

Responses to stressors vary as a function of personality, beliefs, values, attitudes, support structures, goals and experiences of the individual (Blumenthal et al., 2006) in other words response of individual towards various role stressors paves the platform for individual level of satisfaction or dissatisfaction. Stress cannot be presumed to be understood without reference to the individual (Blumenthal et al., 2006). Therefore in order to understand individual’s reactions to stressful situations individual differences (in this instance originating from difference in gender, age, education, experience and hierarchical level in organization) should be included in any analysis.

Various Research work has established that job-related stress impacts on psychological and psychosomatic functioning which effects to both individual and organizational level outcomes. Individual level of stress results in depression, decreased overall well-being and even heart disease. Organizational level of stress results in increased absenteeism, turnover as well as lower job performance and lower satisfaction which have a great impact on organizational culture and negative impact on organization leads to fall of organization as a whole. The past studies has consistently viewed stress related issues at work as being linked to decreasing employee well-being and job satisfaction which has subsequent
negative effects on overall life satisfaction (Coetzee & de Villiers, 2010; Faragher, Cooper & Cartwright, 2004; Skalli, Theodossiou & Vasileiou, 2008).

Valentine & Fleischman (2004) studied that in order to increase employees’ ethical decision making and conduct, ethics training is usually estimated as a primary method. Nevertheless, less research is conducted on the presence of ethics training which can improve additional mechanisms of an association’s moral atmosphere such as workers’ awareness of company moral principles. The association between morals education and supposed organizational morals was discovered by using a nationwide illustration of 313 business experts working in the United States. The recommendations of the study provided significant statistical support for the concept that business persons engaged in the associations that have dignified morals instructional courses have additional constructive awareness of their corporation’s moral background than individuals employed in organizations. The discussed analysis also pointed out that work satisfaction was associated to workers’ feelings regarding their moral perspective.

Broadbridge (2002) conducted a research on a sample of 44 retail managers who represented 13 retail companies to find the elements that cause stress to retail managers. The result pointed out that the major reason for stress is highly competitive and cut throat competition in the industry, some other elements that even can cause stress are “tight resources, customer attitudes and threats of violence, coping with seasonal demands, threats of store visits from directors and the pressure to constantly perform”. He even concluded that retail organization cannot evade from these stressful conditions but must make themselves aware of the causes of organizational stressors, and then take preventative measures to alleviate them.

Weaver (2001) researched that there were extensive cross cultural agreement on the normative subjects of business doctrines, however corporate beliefs
management proposals such as, systems of conduct, morals telephone lines, morals offices which were suitable in one cultural setting still could not succeed to connect with the management performances and cultural characteristics of a dissimilar state. Generally encouraged American performances for managing company morals, multinational businesses risk collapse in following the apparent objectives of company morals proposals were uncritically adopted. In short, it was suggested that following mutual moral objectives by means of culturally unsuitable management performances can damage the effectiveness of ethics management efforts. The present study elucidated how numerous significant scopes of culture can pressurize the efficiency of ordinary moral suggestions, and recommended the growth and submission of a cultural arrangement possibility study in the mission of reassuring moral conduct in international businesses.

Wetzels(2000) researched in Belgium with a sample of 148 retail sales persons from seven major retailers to find the impact of the service control versus the empowerment model on role ambiguity and role conflict both parameters of Organizational Role Stress. Role ambiguity is negatively associated with organizational commitment.

**ORGANISATIONAL CULTURE AND ORGANISATIONAL ROLE STRESS**

Monga et al (2015) surveyed 300 managers of large, small, medium pharmaceutical companies of Himachal. They found that the relationship among organizational culture, stress and commitment was significant. He further concluded that to determine appropriate culture of any organizations is a very complex task. This is because organizations have inherent structural and functional differentiation and inequalities in contexts in which the organizations operate. Values, beliefs and standards of behavior differ across various organizations. Hence, all organizations should endeavor to evolve and develop a
culture that is strong and supportive, prioritizes promotion of strong commitment and reduction of stress, and enhances organizational performance.

Aryasri (2013) collected data from 97 employees of IT companies situated in Hyderabad who have been listed as top performers by the Fortune 500 India. The purpose of the study is to find parameters of organizational culture that maintain and influence HR culture of the organization. The data indicates that people enjoy freedom of time and recourses and undergo reasonable amount of stress in task execution owing to time and resources constraints, learn new technologies and adapt them and exercise autonomy which enables self-expression and learning. But employees are various levels differed in their views about unity of command.

Madhu’ et al (2012) examined 75 Engineers, 110 Supervisors and 675 Workers in the selected chemical industries in Kerala, India to examine the influence of factors responsible for work stress among the employees. Seven factors were identified “Demand,Control, Manager- support, Peersupport, Relationship ,Role ,Change that are responsible for stress”.

Malhotra et al (2011) examined twenty five teachers from the primary section and twenty five from the secondary section, in totality 50 teachersto study the effect of organizational stress on quality of life of school teachers. There is highly significant difference between Self Role Distance between primary and secondary school teachers. “There was significant correlation between physical domain and role overload; so domain with role stagnation, role expectation conflict, role overload, resource inadequacy.” There was highly significant correlation between social domain and organizational stress. Basu et al (2007) studied 101 professionals (60 men and 41 women) to study Distress, Wellness and Organizational role stress of professionals in the area of Information Technology (IT) also to study the effect of sex and age on ORS. The study reveals that women experienced greater wellness and older personnel experienced more distress. Distress could not be predicted from the life events and coping resources taken together.
Devi (2011) surveyed 200 IT of Hyderabad and adjoining areas, to study the stress level and to suggest the coping strategies. The stress coping strategies identified by this study includes—“stress management programs, physical activities planned in job design, life style modification programs, finding triggers and stressors, supportive organization culture, stress counseling programs, and spiritual programs.” Surti et al (2013) researched 100 sales people of garment franchisees and independent retail stores in Ahmadabad city, Stress Level of Sales Employees and the result proves that there is a significant effect of appreciation and feedback on job stress and Stress level of the sales staff in garment stores does not change according to age and gender.

Bumin et al (2011) examined deans and their 622 lecturers. There is a role of organizational culture in the level of stress faced by subordinates because of power in leader’s hand. The results of this study reveal that there is positive relationship between harsh power bases and job stress. Askari (2011) studied 282 personnel of Firooz Abad city’s at governmental departments to find any relationship between organizational culture and job stress of personnel. The results showed that there is a meaningful and negative relation between organizational culture & job stress and even findings showed that Organizational culture and job stress is different between men and women.

Managers need to understand and effectively respond to the presence of stress in order to ensure the continued development and progression of their organizations (Ganster, 2008). Managing stress is based on the needs of both the organization and individual employees; variables at both levels can offer insight into the coping process. The organizations are consistently working towards the successful management of stress and are trying to implement secondary stress interventions that do not alter the workplace and initial cause of stress; rather employees are expected to adapt and deal with stress after being taught to cope. People from different age group, level of education, gender and even from different organizational hierarchy must identify their role (and role stressors) and help their
managers in understanding how these stressors be moderated to moderate the role stress-job satisfaction relationship.

Positive work environments reinforced through organizational policies and strategies have been found to reduce and alleviate workplace stress (Faragher et al., 2004). Perceived organizational support (POS) is the result of effective implementation of workplace policies and perceptions of fair treatment (Eisenberger, Huntington, Hutchison & Sowa, 1986).

**OBJECTIVE OF THE STUDY:**

1.) To examine the level of Job Satisfaction, Organization Role Stress and Organization Culture in retail sector.

2.) To examine the relationship between Organizational Culture and Organizational Role Stress.

3.) To examine the relationship between Organizational Culture and Job Satisfaction.

4.) To examine the relationship between Job Satisfaction and Organizational Role Stress.

5.) To examine the effect of organizational culture on employees’ Job Satisfaction and Organizational Roles Stress in retail sector.

6.) To offer suitable suggestions to stakeholders for improving the Job Satisfaction, reduce Organizational Role Stress and make better Organizational Culture in retail sector.