INTRODUCTION

The following review is related to organizational culture and its impact on employee’s job satisfaction in respect to faculty members of business schools in Pune city. This chapter is related to review of literature. The researcher has been gone through previous study related to organizational culture and job satisfaction and also their impact on organizational performance. The researcher has also examined the various published revived articles related to organizational culture and its essentials in the organizational set up.

1) Singh, T., & Sundaray, B. K. (2012), in their study examined job satisfaction level of executives in private and public sector business organizations. The sample for the study consisted of 75 executives from both these sectors. It was found that job satisfaction is not a single factor but consists of nine aspects. The private sector executives have the highest level of job satisfaction as compared to public sector executives on the basis of nature of work they are engaged in, followed by communication, supervision, co-workers, promotion, contingent rewards, pay, fringe benefits and operating condition dimensions. Further it also came to know that the relationship with co-workers is an important aspect of job satisfaction and not the pay structure.

2) Pepe, M. (2010), in his study investigated the relationship between extrinsic motivational factors such as perceived supervisor support and job satisfaction, organizational commitment and the intent to leave with a sample of 46 managers and clerical support staff in a supermarket retailer. It was found that job satisfaction is important in measuring the intent to turnover and is constantly found to be negatively related to intent to leave. Job dissatisfaction stimulates thoughts of leaving, which leads the individual to evaluate the expected utility of search, intention to search, the search itself,
evaluation of alternatives, intention to quit, and finally the withdrawal decision and behaviour. It was found that job satisfaction is an attitudinal cause of commitment and is therefore, important to the study of organizational commitment and turnover.

3) **Hunjra, A. I., Chani, M. I., Aslam, S., Azam, M., & Rehman, K. U. (2010)**, in their study measured the effect of human resource management practices like autonomy, leadership behaviour and team work on job satisfaction with a sample of 295 employees working in different banks of Rawalpindi, Islamabad and Lahore. The finding was found that employees weigh more to leadership behaviour and team work environment, than autonomy, to enhance their job satisfaction. So the management should focus on leadership behaviour to their employees and should provide them with a good team work environment which will enhance their level of job satisfaction. This will also reduce absenteeism and turnover. The empirical analysis of this study suggests that male employees should be prioritized while formulating human resource strategies as compared to female employees. The human resource strategies should not be devised on gender discrimination basis but include both categories that is male and female.

4) **Emmema, A.A., Ajjan, N., & Karthikeyan, C. (2010)**, in their study examined the factors responsible for employee engagement. It came to know from the result that the success of an organization depends on employee engagement which is a main key for improving both productivity and profitability of an organization with a sample of 100 employees of MGM Corporate, Chennai. Engaged employees are more committed and satisfied with the job which paves way for many other factors such as loyalty, employee retention etc. The key drivers responsible for employee engagement were found to be job satisfaction, organizational behavior, motivation and employee welfare. Besides that better working environment, improved facilities like cafeteria, recreation room, and indoor games, followed by compensation and benefits are the major needs of the employees.
5) **Vanar, V. M. (2012)**, in his study investigated the relationship between employees’ satisfaction and industrial relations in selected industrial units of Ahmedabad and Anand districts. It was found that inadequate welfare measures and absence of motivation are the root problems for indiscipline, and so employers should urgently frame such effective employee’s welfare policy which motivates them to work efficiently without creating troubles in the organization. It was also found that job satisfaction is important because the committed and engaged employees create satisfied work group which leads to pleasant industrial relations. It also came to know that employers should take suggestions from employees while making any policy which affects the industrial relations of the organization.

6) **Gyanchandani, R., Badrinarayan, S. R., & Sharma, S. (2011)**, in their study investigated the factors which leads to job stress and their impact on job satisfaction with a sample size of 50 respondents in the service sector of Pune region. It was found that employees who are highly motivated are satisfied and are ready to work more for the organization. It came to know that employees found absence of some factors such as effective support system, effective perceived control, organizational commitment, recognition, security and involvement which give rise to job stress and presence of some factors such as job overload, role ambiguity, role stagnation and personal inadequacy also leads to job stress. And so it is important for the organization to understand the exact needs of its job occupants and should develop a very clear path for career and should design the profile, duties and responsibilities constant with the job description.

7) **Saleem, R., Mahmood, A., & Mahmood, A. (2010)**, in their study examined the impact of work motivation on job satisfaction level. The findings revealed from the sample of 30 employees drawn from two organizations in the telecom sector that there is a positive relationship between motivation and job satisfaction, for motivation is the driving force which induce people to put their best out of willingness. It is the job satisfaction which makes employees more focused and concerned for the organization. The formation of human resource department in the organization is also
important to develop loyalty, commitment and motivation among the employees so as to attain the organizational objectives. And so if the organization wants to increase their profits must consider all the factors to increase motivation level of all the employees.

8) Bubulji, M., Arsenijevic, O., & Simic, J. (2011), in their study measured the relation between organizational culture and achievement motive. It was found from the study that people will not be motivated unless they believe in the value of acting to achieve a particular goal. People are normally motivated to engage in behaviours which they believe will contribute to goal achievement. It also came into light that there are four main components under achievement motive such as competition with other people, persistence in goal accomplishment, goal accomplishment as a source of pleasure and orientation to planning, which should be paid attention. Motivational strength also depends on one’s judgement about how successful a particular behaviour will be moving towards goal achievement.

9) Dorczak, R. (2011), in his study with a sample size of 20 school teachers investigated the importance of inclusive educational leadership. It was found that such leadership values social process and team work as the main element of the context of personal and organizational development, which implies on continuous change, and development of individuals, groups and organizational structures, that gives everybody the space and possibilities to develop personally and professionally within the group. Such leadership can be developed within the special type of organizational culture. It was also found that the most important changes that may support school development towards a more inclusive organizational culture are needed in different areas of school work and in educational system in general.

10) Parvin, M. M., & Kabir, M. M. (2011), in their study examined the major factors contributing to job satisfaction in pharmaceuticals companies selected for the study. The findings indicated that specially in pharmaceuticals companies money is a good motivator. Salary, efficiency in work, and co-worker relations are also the important factors in giving maximum satisfaction
to the employees. A good work environment and good work conditions such as cleanliness, lighting, noise and furniture arrangements also play a significant role. Moreover, fair competitive environment like fair treatment, fair compensation, and fair work hours will improve the job attitudes and the employees will be willing to put more hard work and will give good results to the organization. Security of job is also an important aspect especially for male employees as compared to female employees.

11) Mangi, R. A., Soomro, H. J., Ghumro, I. A., Abidi, A. R., & Jalbani, A. A. (2011), in their study examined the level of job satisfaction of non-Ph. D. faculty members in private and public universities of Sindh with a sample of 125 employees. The result of the study showed a dreadful picture where many non Ph. D. faculties in private and public universities were found to be dissatisfied with the job motivators like advancement, recognition, and with the hygiene factors of satisfaction also. Along with that their opinion regarding promotion, administration relationship, policies and compensation was also dissatisfactory. It also came into light that by preparing flexible promotion policies, initiating advance training facilities for the job and professional development will raise their level of job satisfaction.

12) Akanbi, F. K., & Ojokuku, R. M. (2012), in their study evaluated the effect of participation of workers in training programmes on their job performance with a sample of 127 respondents of administrative staff in Ladoke Akintola University of Technology, Nigeria. This study highlighted that training is a very significant factor that must be introduced in the work schedule. Participation in training and development programme was discovered to have strong effect on the job performance of the administrative staff and the types of training offered to the staff were also relevant to job needs. It was found from the study that the implication of this would increase job performance and thus making it possible to achieve the overall organizational goal of the university setting.

13) Hsu, M. C., & Chen, K. M. (2012), in their study examined the motivation level as well as the degree of organizational commitment among
122 university faculty members as their sample population. It was found that motivation is a very important factor in human behaviour. In-service education, motivation of the teacher was found to be high. Extrinsic motivation such as pay, promotion, compliments was higher than intrinsic motivation such as a feeling of accomplishment of task. It was also found that faculties possessing academic degrees have higher organizational commitment as compared to those faculties which were pursuing their ongoing education.

14) Brewer, E. W., & Landers, J. M. (2003), in their study evaluated the job satisfaction level with the sample of 347 respondents among the industrial and technical teacher educators in United States. It was found that a key variable associated with a faculty member’s decision to leave or to remain at a higher education institution is job satisfaction. An institution which is unable to retain a stable and capable workforce may suffer loss in the areas such as performance, customer satisfaction, and employee morale. The study revealed that personal demographic factors are not the highly significant predictors of job satisfaction among the industrial and technical teacher educators. The results from the study indicated that educators were least satisfied with operating conditions, future research, and organizational factors such as the rules governing faculty members.

15) Rast, S., & Tourani, A. (2012), in their study measured the level of employee’s job satisfaction as well as the effect of gender on their satisfaction level. This study consisted of a sample size of 315 respondents drawn from 3 private airline companies in Iran. The study indicated that satisfied employees would give higher performance in voluntary time which leads to increase in profits, and with their creativity and innovation it will help company to progress positively in due course with the changes in market conditions. Whereas, lack of job satisfaction results in a low level of employee commitment which affects the performance and the achievement of organizational goals. It also came to know that majority of the employees were moderately satisfied with their job. The employee’s most satisfactory factors from high to low were supervision, relationship with co-worker, nature of work, opportunities for promotion and present pay. The result also showed
that there was no significant difference between male and female employee’s satisfaction level.

16) Narayanan, R., & Zafar, M. S. (2011), in their study investigated the relationship between the job satisfaction and other influencing variables along with the factors contributing to job satisfaction level. It was found among the software professionals of 100 respondents as a sample size that there is a relationship between job satisfaction and variables like institutional infrastructure, work culture, general standard, welfare amenities, communication facility, personal relation among the coworkers and financial benefit. It was also found that sex of the employee's, experience, treatment by superiors, work environment, emotional intelligence are the main factors contributing to employee’s job satisfaction, where work environment, treatment by superiors and emotional intelligence are more or less equally contributing to the job satisfaction of the software professionals. It also came into light that the level of job satisfaction is same and do not differ significantly for males and females working in the software industries.

17) Cheng, E. Y., & Liu, Y. L. (2008), in their study examined the relationship between organizational culture and adoption of knowledge management technologies from a sample of 121 MIS managers. It was found that organizational culture can be a facilitator or obstacle to knowledge management activities where organizational culture was categorized into five types such as group culture, ethical culture, development culture, hierarchical culture and rational culture. Knowledge management was also divided by its process and a total of 30 information technologies were chosen for the study. The result showed that fundamental technologies such as knowledge storage / retrieval and platform technologies were positively correlated with all the organizational cultures. It also came to know that promoting development culture is very useful to those organizations which are positively correlated with all the knowledge management technologies because organization having development culture encourages innovation and flexibility which in turn creates a suitable environment for knowledge management activities.
18) Abiud, M. M., & Okiko, L. (2012), in their study measured the influence of management support and organizational culture on ICT adoption among 274 employees of commercial banks in Rwanda. It came into light that organizational culture and top management support plays a key role in achieving the useful implementation of new technologies. Several culture values like power, job security, and commitment to organizational goals, teamwork, equal respect for employees, employee empowerment and continuing learning are the main facilitators for introducing changes in the organization. It was also found that by improving the staff and the management’s related aspects on ICTs adoption, the commercial banks can increase their performances. This implies that staff and the management must be trained in such a way that their soft and hard skills are ICT enhanced.

19) Willcoxson, L., & Millett, B. (2000), in their study evaluated the significant issues related to the management of an organization’s culture. It was found that culture management can be affected by ensuring that appointments reinforce the existing culture or support a culture shift and replacement can be used to considerably change the culture. Development and training can provide for acculturation to an existing or new culture and also for enhanced interpersonal communication and teamwork. Moreover leadership and modeling by executives, managers, supervisors can stress or help in the changing of existing traditions, symbols, behaviours, and values. It also came into light that participation of all organization members in cultural reform, decision-making and development activities is essential if long-term change in values is to be achieved. Structures, policies, procedures and allocation of resources need to be related with the organizational culture and objectives.

20) Khan, V., Mariyum, A., Pasha, N., & Hasnain, A. (2011), in their study examined the role of organization’s culture on the job satisfaction of the employees of banking sector in Pakistan. This study revealed from the sample of 150 respondents working both in private and public banks that organization culture has an important role to play on the job satisfaction of the employees. Supervisor support and open communication make a significant impact on job satisfaction level. Whereas, rules and policies, rewards and benefits have no
impact on the job satisfaction of the employees. The reasons could be the absence of systematic rules and policies or absence of their application in the working system resulting in unprejudiced course of actions by management and poor productivity.

21) Rane, D.B. (2011), in his study investigated the role of job satisfaction and its effect on the performance of the organization. It came into light that building of employees’ competencies and self-confidence through training, feedback and recognition should be a never-ending activity of the organization. It was also noticed that high job satisfaction was closely related to the feelings of effectiveness on the job. These highly satisfied employees ultimately show extraordinary devotion for mission, vision and eagerness for their work. High job satisfaction correlates strongly with the feelings of having fun at work. The proactive attitude together with physical and emotional resources which are brought by the employees to the workforce decides the degree of job satisfaction amongst them. Thus, it is evident that both monetary and non-monetary ways to increase employee's job satisfaction level should be adopted by the organization.

22) Natarajan, S., & Celia, B. R. (2011), in their study evaluated the level of satisfaction of the teaching staff on the salary received by 600 teaching staff selected from 20 engineering colleges for this research. The study indicated that there is a low level of satisfaction among the teachers in the self financing engineering colleges. Pay levels and other material benefits must be sufficient to meet basic human needs like food, housing, clothing, transport, healthcare, education and training. Pay satisfaction plays a very vital role in the motivation of the teaching staff and the overall performance of the institution. It was also found that the developments taking place outside the college system like increasing trend of globalization; the tendency towards the information-driven economy have made the teacher motivation and dedication the need of the hour.

23) Pestonjee, D. M., & Basu, G. (1972), in their study investigated the motivator factors as well as maintenance factors along with their impact on job
satisfaction with a sample of 80 executives both from the government and private manufacturing enterprises. It was found that the motivator factors (such as recognition, challenging assignments, possibility of growth, achievement, liking for the work, accomplishment, responsibility, promotion, prestige and status) as well as hygiene or maintenance factors (such as relations with co-workers, superior’s help, friendliness of superior, technical competence of superior, salary security, working conditions, freedom of expression) should be more focused and included in all the training and development programmes of the executives. It came to know that both motivators and hygiene factors contribute in different ways to the overall job satisfaction and dissatisfaction level. In the case of the public sector executives, motivator factors contributed more towards job satisfaction whereas in the private sector they contributed more towards job dissatisfaction.

24) Dhingra, O. P., & Pathak, V. K. (1973), in their study examined the personal values and work related attitudes among the managers with a sample size of two enterprises. The study revealed that different kinds of organization build their own culture with different socio-cultural background, values and attitudes, etc. Two complementary requirements are evenly important for the retention, commitment, optimal utilization and high motivation of the manpower in an organization. On one hand the employees should be able to get reasonable satisfaction from their work and work environment. On the other hand, the organization should be able to assure an element of satisfactoriness to its employees in terms of their performance. The absence of either of these two necessities will result in a defective relationship between the organization and its employees.

25) Singh, P., Mathew, T., & Das, G. S. (1977), in their study evaluated the quality of organizational life which does not determine the level of economic rewards. A sample of 200 male respondents was selected. The finding revealed that organizational culture plays a significant role in determining the level of economic demands. Lower quality of organizational environment leads to higher level of hope for monetary compensation which
leads to subordination, dependence and submissiveness. Moreover it also
demoralizes self-actualization, growth process, creativity and innovativeness
and emphasizes the role of monetary rewards for the motivation. The study
also brings home one point clearly that the pressure on and demand for more
economic compensation can considerably be reduced by incorporating some
social and psychological elements in organizational ethos.

examined the overall satisfaction level with a sample size of 100 respondents
between the non-accident and accident group of the workers. The finding of
the study revealed that the overall satisfaction of the workers in the non-
accident group is higher in comparison to satisfaction level of the accident
group for the reason that these workers found their job simple and interesting,
highly satisfied with their earnings, respectable job, and opportunity for
showing their talents and skills. Whereas, workers of the accident group have
less favourable attitude towards management. They found their supervisors to
be less cooperative and depriving them from participation in decision-making
process though both the groups have same hours of work, nature of duties,
over-time regulations as well as physical conditions of work in the job area.

27) Jerinabi, U., & Kavitha, S. (2013), in their study examined the major
factors of job satisfaction and the relationship of age and gender groups
between job factors. The sample size of 250 employees was drawn from
different departments. It was found from the study that majority of the
employees were satisfied with their convenient working hours, work place
environment, safety measures, support from the co-workers and their
communication in the organization. It also came to know that job satisfaction
affects an employee’s attitudes towards five main factors that are pay, work,
promotion opportunities, supervision and co-workers. It was also observed
that age is having a significant relationship with job factors, whereas gender
has no relation with job factors.

28) Tripathi, S., Kapoor, A., & Tripathi, N. (2000), in their study
investigated the participative and manipulative organizational culture and its
relationship with organizational commitment. A sample of 200 middle level executives from 10 public and private sector organizations were selected. The study indicated that if the organization develops participative culture then its members will feel proud for the organization and will feel motivated and involved in the job. On the other hand, if an organization adopts manipulative culture, people will be loyal towards the organization, but this loyalty won’t be sufficient to lead the organization to a successful path, for the people will only have a strong desire to remain a member of one’s organization but will have no intention to be a hardworking employee.

29) Sinha, J. B., & Singh, S. (1995), in their study with a sample size of 248 managers and 1795 workers, the researchers investigated the factors affecting job satisfaction level between both the groups. The result revealed that organizational satisfaction is associated with work climate and human relations in case of the managers. The managers were found to enjoy good facilities and have a speedy rate of salary and career development. Whereas in the case of the workers, the nature of work and the service conditions were the strong factors which affected organizational satisfaction directly. The factor of human relations did not seem to be relevant. Similarly, facilities and service conditions failed to emerge as significant predictors of any of the satisfaction indices.

30) Sen, K. (2008), in his study investigated the relationship between job stress and job satisfaction amongst teachers and managers. Data was collected from 31 teachers and 34 managers in the NCR region. It was found that there were no significant differences in job stress and job satisfaction of teachers and managers. The teachers experience low job satisfaction and they face job stress such as poor student results, student indiscipline, management related issues which have an adverse relationship with the job satisfaction. In the case of managers it was found that both job stress and job satisfaction does not seem to associate. Degree of independence and authority, high salary, new challenges leads to high degree of job satisfaction irrespective of job stress experienced. At the same time there are some variables which may lead to
high degree of job stress independent of job satisfaction for example, long working hours, too many meetings and meeting targets.

31) **Biswa, S. (2008)**, in his study examined the effect of organizational culture and transformational leadership on the performance of the employees. A sample size of 357 executives of different organizations in India was chosen. It came to know from the study that both organizational culture and transformational leadership were found to have an important influence upon human resource development and the performance of individual employees. It was found that organizational communication also plays a vital role in binding employees together by transmitting cultural norms from an organizational context to an individual’s way of life in the organization. It also increases supervisor-related commitment by helping managers transform their subordinates’ performance objectives as complementary to overall organizational goals and mission.

32) **Misra, S. N., & Mangaraj, S. (2011)**, in their study measured the job satisfaction and meeting expectation levels of employees of tourism and hospitality industry in Odisha. A sample of 100 respondents was randomly selected from 15 organizations. It was found that employees have a satisfactory level of job satisfaction especially from the attributes such as company’s business, working environment, nature of work, co-worker, teamwork, and customer behaviour. Whereas from other attributes such as pay package, incentives, career growth and family satisfaction, the employees were found less satisfied. It was also observed that the employees were more than moderately meeting their expectations in their current organizations.

33) **Pakira, A. (2011)**, in his study evaluated the role of organizational culture in producing better performance among the faculties in West Bengal. A sample of 42 faculty members was selected from different colleges. The result of the finding indicated that role clarity, quality consciousness, discipline, sincerity and free flow of communication have emerged as new dimensions of organizational culture which plays important roles not only in making the culture but also in influencing the performance of the faculty
members. It also came into light that the performance dimensions of the government college faculty members such as academic orientation, and research orientation have become very prominent. Thus, performance of the faculty members of all these colleges is highly influenced by the culture.

34) Farooq, A., & Sethi S. (2008), in their study investigated the organizational ethos of Oil and Natural Gas Corporation Limited on eight dimensions. A total of 100 employees was the population size for the study. The study revealed that scores of confrontation, trust and experimentation were fairly good, while there was lack of openness and collaboration among employees. Moreover, the scores of authenticity, proaction and autonomy were found to be at satisfactory average level. It was also observed that those organizations which give more importance to trust, collaboration and authenticity perform better and become the foundation for organizational success. Whereas, culture which is based on negativity, results into degenerating the organizational process. Thus organizational culture and strong ethos help a company in achieving competitive advantage.

35) Sandhu, N. S., & Singh R. (1978), in their study examined the level of job satisfaction under different situations of motivator and hygiene factors among the agricultural extension officers. A sample of 110 officers working at the block level was selected as the respondents. It was found from the study that an ideal situation in an organization would prevail when both the motivator and hygiene factors are present at a higher level. However the organization can have a good situation even if motivation is high and the hygiene factors cannot be developed to a satisfactory level. But the real problem will start in an organization when the motivator factors are low even though hygiene factors are high. Moreover, the organization will lend itself in the most terrible situation when both the motivator and hygiene factors work at a low level.

36) Lok, P., & Crawford, J. (2004), in their study examined the influence of organizational culture and leadership style on job satisfaction and organizational commitment. The sample consisted of 337 managers out of
which 219 managers from Hong Kong and 118 from Australia were chosen. In this study three factors bureaucratic, an innovative, and a supportive organizational culture were adopted. The results revealed that the impact of innovative and supportive organizational cultures on commitment and on job satisfaction is stronger with Australian managers than Hong Kong managers. However, there was no significant difference between these two samples found in bureaucratic organizational culture. Age was also found to have a more positive effect on job satisfaction in the Hong Kong sample than in the Australian sample.

37) Austin, M. J., & Claassen, J. (2008), in their study investigated the significance of both organizational culture and organizational change in an organization. The findings from both private sector and public sector revealed, that to introduce change in an organization is critical which ranges from minor change (such as improve what is already in place), to major changes (like allocation of resources, or shifts in authority). It was found that changes in organizations often fail because of the resistance from the staff. However, this task of introducing change can be made easy if the managers understand the existing commitments and the importance of vital parts of organizational culture such as tasks, resources and environment.

38) Tsai, Y. (2011), in his study examined the relationship between organizational culture, leadership behaviour and job satisfaction in two hospitals in Taiwan. Data was collected using a structured questionnaire from 200 nurses. The results found that organizational culture such as employee orientation, customer focus, emphasizing responsibility and cooperation were positively correlated with leadership behaviour factors like leader’s encouragement and giving subordinates clear vision. It was also found that organizational culture is also positively related with job satisfaction variables like rewards and welfare and job recognition. Moreover, leadership behaviour was also positively correlated with job satisfaction variables.

39) Bigliardi, B., Dormio, A. I., Galati, F., & Schiuma, G. (2012), in their study examined the relationship between satisfaction of the knowledge
workers and organizational culture in a pharmaceuticals industry. It was found that bureaucratic organization culture has a negative influence on the knowledge workers job satisfaction. While innovative or supportive organizational culture have a positive impact. This study also helped the managers in finding out the things which assist in developing job satisfaction of knowledge workers and in identifying the essential features of an organizational culture that positively influence job satisfaction.

40) **Lund, D. B. (2003)**, in his study investigated the impact of organizational culture types on job satisfaction in a survey of 360 marketing professionals from U.S.A. It was found that Clan culture with its importance on mentoring and loyalty and adhocracy culture with its focus on innovation and flexibility are positively associated with job satisfaction. Whereas, market culture with its importance on competition and goal achievement and hierarchy culture which emphasis on bureaucratic order, rules and regulations are negatively associated with the level of job satisfaction.

41) **Iancu, D. (2009)**, in his study examined the relationship between organizational culture and professional satisfaction. This study found that professional satisfaction is strongly associated with organizational culture with the variables like collection of values and attitudes of the educational system. Thus, in order to achieve efficiency in their interdependences, it is necessary to develop an educational environment based on democratic values which promotes a system of cultural, moral and civic values as well as by spreading a secured socio-affective climate within the students and by participating in one’s own professional development.

42) **Chaddha, V., & Pandey, R. (2011)**, in their research investigated the impact of work environment on employees’ efficiency with a sample of 62 respondents. It was found that good working environment encourages creativity among the employees and more job involvement. It came to know that some external work environment including infrastructure facilities are correlated with the productivity of the employee. Along with that internal work environment especially job related pressures have their negative impact
on employee productivity such as workers relationship with management, co-workers, fringe benefits and workers place of residence. Moreover, it was also observed that physical facilities and psychological factors directly bears on employees productivity, and so the organization should focus more on creating conducive working environment by reducing employees stress, boredom and unhappiness.

43) **Shetty, B. R., & Gujarathi, R. (2012)**, in their study investigated the factors responsible for faculty satisfaction as well as students’ overall satisfaction level. For this purpose a sample of 48 faculty members and 147 students in management institutes of Nashik district were chosen. It was pointed out that there is a perfect correlation between job satisfaction and job performance. Major factors for faculty satisfaction were teaching climate such as quality of students, teaching aids and freedom to select subject to be taught. It was found that main reasons for dissatisfaction among the faculty were time provided for research work, availability of research support and facilities and promotional policies. It also came to know that salary is not the primary but secondary factor to improve satisfaction level of the faculty, but at the same time other factors are also equally important such as job security, and career advancement. It was also proved that there is a strong positive correlation between faculty satisfaction and students’ satisfaction and so faculty and students experiences need to be focused together and not as separate entities for a satisfied faculty is a source of students’ satisfaction.

44) **Kayalvizhi, S., & Chokkanathan, K. (2011)**, in their study evaluated the level of job satisfaction and the major intrinsic and extrinsic sources influencing job satisfaction among 570 lecturers employed in self financing Arts colleges of Tamil Nadu. The finding revealed that employees were highly dissatisfied with their jobs. Dissatisfaction is due to lack of external and internal factors that is poor compensation and facilities offered by the college. Intrinsic factors which motivated them were possibility of growth, responsibility, celebrations of achievement, and career advancement. Extrinsic factors which de-motivated the lecturers included lack of benefits and poor compensation, unhealthy working conditions and lack of interpersonal
relationship, job security and promotion opportunity. The analysis of the study showed that lecturers were overall satisfied with their profession but dissatisfied with the institution in which they were serving.

45) Manonmani, P., & Uma, V. (2013), in their study examined the factors determining job satisfaction among the employees working in Coach Factory with a sample size of 71 respondents. It was found that majority of the employees were satisfied from the factors like support from seniors, cooperation from co-owners, physical environment of organization, fairness of the promotion system, pay scale as well as other benefits along with job design, job rotation, and job enrichment etc. Other factors included empowerment and autonomous workgroups, and management style and culture.

46) Tan, N. P. (2013), in his study investigated the relationship between organizational culture and job satisfaction among the professional staff in Vietnamese construction companies with a sample of 348 employees. The study showed that there was a positive and strong relationship between organizational culture and job satisfaction. Good organizational culture always have an impact on employees behaviour, motivation, financial performance and most importantly on positive working environment which increases the employees level of job satisfaction. It was also found that the employees were happy working in an environment where they feel safe and secured. And it also came into light that women had a lower level of job satisfaction as compared to men. And so to motivate these women especially the management should frame separate policies for them.

47) Rose, R. C., Kumar, N., Abdullah, H., & Ling, G. Y. (2008), in their study examined the relationship between organizational culture and performance among the American, Japanese, European and Malaysian MNCs in Malaysia. The sample size consisted of 133 managers of MNCs. From the finding it came into light that American and European MNCs are tilted towards a culture of individualism, low power distance, low uncertainty avoidance and femininity, whereas collectivism, high power distance, high
uncertainty avoidance and masculinity were found in Japanese and Malaysian MNCs. Thus those companies that know how to develop their cultures in an effective way always get the benefit of advancement in productivity and the quality of work among the employees. Moreover in the international business, culture plays a pivotal role to guide managers to handle the drastic changes and to get the advantages of increase in production.

48) Xenikou, A., & Simosi, M. (2006), in their study examined with a sample of 300 employees that the first path analysis showed that achievement and adaptive culture orientations had a significant and direct effect on business unit performance. It was found that achievement orientation had a direct positive effect, whereas adaptive orientation had direct negative effect on organizational performance. Therefore, work environment that promotes goal setting, and high standards of performance are conducive to performance.

49) Berg, P. T., & Wilderom, C. P. (2004), in their research observed that organization culture plays a very vital role in shaping right perception of the employees regarding organizational environment. And it directly affects on the efficiency of employees as well as on the organization, which was found from the sample of 1,509 respondents from 58 local banking firms. Organization culture also motivates the employees to put their wholehearted efforts in accomplishing their tasks on time and reaching the ultimate destination of the organization.

50) Ainscow, M., & Sandill, A. (2010), in their study examined the role of leader which is necessary to foster inclusive policies in an organization. It was found that culture contributes specially in favourable environment for encouraging teaching and learning process. The leader has to create such an environment which has inclusive values and bringing about sustainable change at the workplace. For successful organization, leader should also focus on developing community of practice instead of implementing new technology. It was also observed that culture impacts on the perception of the employees related to their work and workplace. In other words it can be said that culture can decide how people should behave at their workplace.
51) **Kuo, H.M. (2009),** in his study investigated the relationship between 18 academic staff and 18 administrators which were essential to enhance the performance of the organization. It was found from the study that to create favourable environment in the organization, and to achieve organizational target, it is important for the management to take right action to develop such culture among workforce which build good team and healthy interpersonal relationship. And if both faculty and administrators ignore their cultural differences, the result may be good for organization.

52) **Flury, M. (2010),** in his study investigated that in order to meet the challenges of new economic reforms such as liberalization, globalization and privatization, organization should adopt or develop such culture which can help in overcoming the hurdles. It was found that organizational culture of sharing and collaboration will accelerate the growth of the organization. Moreover knowledge management and continuous learning process will also keep the organization up to date in relation to past references as well as to adopt new knowledge to meet the future requirements.

53) **Webber, M., Sarris, A., & Bessell, M. (2010),** in their study examined attitudes towards work-life balance by collecting data from 292 employees in an Australian university. In this study it was highlighted some important factors of work-life balance initiatives such as working from home, flexi-time, recreation leave, career leave, partner leave, and job-sharing which increases the productivity of the organization. From the result it was also found that supportive culture can create best work- life balance initiatives which can reduce work related stress, anxiety, tension, fatigue, and job burnout. It also helps in improving morale, increasing productivity and commitment to organization.

54) **Ojo, O. (2009),** in his study examined the impact of corporate culture on employee job performance as well as on organizational productivity by selecting Nigerian banking industry with a sample population of 78 employees. It came into light that corporate culture is an important ingredient
to foster satisfaction among the employees. It also enhances the productivity of the organization. It was found that there is a positive relationship between organizational culture and job satisfaction of employees. And therefore organizations should try to redevelop such culture which can make positive impact on employee’s behavior which ultimately increases their job performances and organizational productivity.

55) Khan, A. H., Nawaz, M. M., Aleem, M., & Hamed, W. (2012), in their study examined the factors influencing the level of job satisfaction and its effects on the performance of employees by comprising the data of 200 doctors, nurses, administrative and accounts staff of medical institutions in Pakistan. The result was found that for good organizational performance, employees should be satisfied at their workplace. It was pointed out that job satisfaction determinants such as pay, promotion, job security, working conditions, and relationship with co-workers directly influence the performance of the employees and the organization. It is therefore necessary to consider all these factors while measuring the level of job satisfaction among the employees.

56) Sempane, M., Rieger, H. S., & Roodt, G. (2002), in their study evaluated the relationship existed between the variables of job satisfaction and organizational culture. The sample population comprised of 160 employees of service organization. The finding from this study was that that there is a positive correlation between organizational culture and job satisfaction of employees. Therefore, it is necessary that leaders (directors) should try to develop such job policy which can create job interest among employees. For that purpose they can adopt job enlargement, job rotation etc. Besides that managers should focus on developing such an organizational culture which fosters team work, and cordial relationship among employees.

57) Islam, M. R., Rasul, M. T., & Ullah, G. W. (2012), in their study investigated the main factors of job satisfaction and their impact among 100 employees which were chosen as sample size from the private companies. It was found from the study that to reduce employee turnover, wastage of scarce
resources and loss of talented managers, it is important to understand the employee’s problems by designing such policies which foster satisfaction among the employees. It was found that there are vital factors which directly bear on the job satisfaction of the employees such as reward and future opportunities, vision of the organization, work process, health and insurance policy.

58) Sharma, A., & Dave, S. (2011), in his study found that culture consists of beliefs, traditions, customs and practices. It has an impact on the perception and behavior of the people. It also came to know that people tend to celebrate success, abide with pre-stated organizational communication channels, while some employees believe that whatever wrong happens in the organization, top management will be responsible.

59) Ayub, N., & Rafif, S. (2011), in their study examined the relationship between job satisfaction and work motivation of bank managers in Pakistan. The sample consisted of 80 middle managers. It came to know from the study that there is a positive relationship between work motivation and job satisfaction. Managers feel motivated by a good work atmosphere with their colleagues, interesting assignments, compensation as money which satisfy not only their basic needs (such as food and security) as well as their sophisticated needs also (such as need for recognition and influence). Moreover it also came into light that men are more financially motivated than women.

60) Juyal, S. L. (2012), in his study measured job satisfaction level of private and public sector managers especially in terms of tenure of job with a sample size of 120 respondents. From the study it came to know that public sector managers were more satisfied than private sector managers on the basis of job security, pay, nature of work and relationship between seniors and juniors. Moreover tenure of job also contributed to high level of satisfaction for the managers of both the sectors as they felt more secured in their job during the tenure of 10 to 20 years than the managers between the tenure of 1 to 10 years.
61) **Buitendach, J. H., & Witte, H. D. (2005)**, in their study examined the relationship between job insecurity, job satisfaction, and organizational commitment with a sample of 178 maintenance workers. It was found that job satisfaction acts as an intermediary between job insecurity and affective organizational commitment. Job insecurity is related with reduced job satisfaction which results into low organizational commitment. It was also found that job insecurity is also associated with extrinsic job satisfaction such as pay, working conditions and relationship between co-workers and not with the intrinsic job satisfaction like skill utilization, variety and autonomy.

62) **Butt, F. D., Bhutto, N. A., & Abbas, G. (2012)**, in their study investigated the relationship between measures of organizational climate and measures of job satisfaction. The sample consisted of 90 executives of public, private and foreign banks in Pakistan. It was found from the result that especially organizational structure identity and human relations as one of the elements of organizational climate were significantly related to job satisfaction. Whereas, factors like equity and empowerment were not significantly related to job satisfaction. It was also revealed that the organizational climate and job satisfaction of employees of Standard Chartered Bank were more satisfactory than the other two banks i.e. Muslim Commercial Bank and National Bank of Pakistan.

63) **Kumar, M.P. (2002)**, in his study investigated job satisfaction based on social and physical - economic factors between the IT workers. Two samples had been selected, one between the permanent and the other sample of those who were on contract basis. From the study it came to know that job satisfaction is an indispensable tool in the hands of an organization. It is closely related to job turn over and life satisfaction as well as associated with needs and values of an individual. It also came to know that social and physical - economic factors affects both permanent and contractual IT workers. Moreover, parenthood and social support as sub variables of social factors directly affect job satisfaction.
64) O’Neill, J. W., Beauvais, L. L, & Scholl, R.W. (2001), in their study evaluated the roles and relationships of organizational culture and organizational structure. From the result of the study, it was found that both organizational culture and structure are related to each other and have a strong influence on the behaviour of the employees by reducing uncertainty so that the employees can successfully direct their behaviors towards achieving organizational goals.

65) Tripathi, S., & Tripathi, N. (2001), in their study investigated the relationship between downward influence strategies and organizational success, which included job satisfaction, effectiveness and intention to quit. This study was based on a sample of 200 middle level executives of 10 public and private sector organizations. The findings found that less use of asserting expertise, negative sanction and regular use of rational rewards and personalized relationship are likely to boost the success of the organization. It is the asserting expertise which increases the intention to leave the organization. But if the managers use suitable influence strategies, it would be more likely to result in achievement of organizational goals which ultimately lead to overall organizational success.

66) Ismail, W.K.W., & Abdmajid, R. (2007), in their study measured the importance of generating a culture of innovation. It was revealed that innovation culture arisen from multifaceted connections between the key dimensions and the values entrenched within the organizational culture. These values included flexibility, oriented visioning, empowering, admiration of ideas, risk tolerance, communication, support, and shared decision-making. Therefore, innovation process must occur in a logical set of espoused value to facilitate the ongoing innovation practices.

**Conclusion**

The review of literature discussed in this chapter has shown that employee’s demographic variables and their personal motivation profiles are related to the way they experience, and recognize their jobs with their
organizational environment. This ultimately affects the level of job satisfaction of the employees. Parallels were evident between the effects that several demographic descriptions such as age, gender, job tenure, education level, income and seniority have an influence on employees motivation and job satisfaction and also on their perception of the prevailing organizational culture in the organizations. This learning provides valuable insights to the field of organization psychology from where an organizational practice takes a significant lead.

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